



**PEACE, PROSPERITY AND
REGIONAL INTEGRATION**

INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT (IGAD)

Customized Gender Mainstreaming Tools/Guidelines for IGAD Pillars/Programme 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 programmes and activities in the region. Central to this is the acknowledgement that gender equality and women's empowerment lies on the critical path to ensuring effectiveness and efficiency of service delivery to Member States.

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

The Gender Mainstreaming Tools and Guidelines reinforce IGAD's Institutional Gender Policy and the Gender Management System to address technical challenges faced in bridging gender inequalities within specific sectoral or programme contexts. The ultimate thrust is to ensure effective delivery of IGAD's Gender Strategy and overarching commitments expressed through regional and international normative frameworks on gender equality and women's empowerment.

The Gender Mainstreaming Tools and Guidelines were developed through a participatory process involving various staff from IGAD Secretariat and Specialized Offices, guided by a Gender Consultant. The guide identifies critical gender issues for all IGAD Pillars/ Sectors and outlines the requisite actions to address them.

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

H.E Amb. Eng. Mahboub Maalim
Executive Secretary

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Acknowledgements are also due to JFA/ISAP partners for the support provided towards strengthening attention to gender equality and women's empowerment in IGAD programmes.

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/ Cutting
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 Immuno Virus
HR	Human Resources
HTP	Harmful Traditional Practice
ICPAC	IGAD Climate Prediction and Applications Center
ICPALD	IGAD Center for Pastoral and Livestock Development
ICT	Information and Communication Technology
IDP	Internally Displaced People
IGAD	Intergovernmental Authority on Development
IRAPP	IGAD Regional HIV/AIDS Partnership Programme
ISAP	Institutional Strengthening Action Plan
JFA	Joint Financing Agreement
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 Gender Based Violence
SOP	Standard Operating Procedure
SSP	Security Sector Programme
STI	Sexually Transmitted Infection
TB	Tuberculosis
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNSCR	Security Council Resolution

1. Section one

1.1 Background

The Intergovernmental Authority on Development (IGAD) principally focuses on addressing shared challenges within its members states around three broad areas of: Agriculture and Natural Resources Management; Peace and Security; along with Economic Integration , Social Development in addition to Cooperate Development. These areas are elaborated in an overarching regional strategy as well as complementary policy/programme frameworks and instruments.

Promotion of gender equality and women's empowerment 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, programmes 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 programmes and projects should address gender equality and women's empowerment 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 Secretariat carries out interventions to promote gender equality and women's empowerment in member states, in line with mandates from regional and global treaties, declarations and policies, including from the African Union and the United Nations.

1.2. Rationale

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

Several IGAD Secretariat and Specialized Offices staff have undergone basic training on gender mainstreaming since 2010. Supplementary to this, generic guidelines for gender mainstreaming in IGAD programmes and projects were

developed¹. The specialized office for Conflict Early Warning and Response (CEWARN) developed a training manual and resource guide for engendering the CEWARN mechanism. Despite these critical interventions, application of gender analysis in the design, implementation, monitoring and evaluation of programmes, strategies and projects is still limited. The absence of tailored guidelines that aid effective gender mainstreaming in sectoral interventions is a key limiting factor to effective gender mainstreaming practice.

These guidelines are therefore intended to address the challenges highlighted above. The guidelines identify priority gender concerns for each sector/ sub-sector, key policy implications, required interventions and aspects for monitoring gender equality and women's empowerment. Specific entry-points for gender mainstreaming are also identified.

1.3. Approach to the guide

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 programme 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 gender technical documents, a validation workshop was then organized in Addis Ababa, Ethiopia on July 24-25, 2017 where the guide was presented and further scrutinized and enriched by directors from IGAD Secretariat and specialized agencies.

¹Mainstreaming Gender in IGAD: A Toolkit and Resources Guide

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

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), programmes and projects.
- b) To suggest strategies and actions to address identified gender issues in planning, implementation, monitoring and evaluation of IGAD's programmes/ projects and activities.

1.5. Structure of the Guide

The guideline is structured according to IGAD's programmatic areas/pillars 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, Programme Managers, Programme Officers, Experts, as well as Monitoring and Evaluation officers. Technical officers from Member States and partner organizations with programmes consistent with the IGAD Regional Strategy may also use the guide.

1.7. How to use the guide

The guide can be used during programme/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 applied 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.

³For 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

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 Programme of IGAD Secretariat shall provide additional technical backstopping to users of the guide within IGAD 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.

2. Section Two: Agriculture and Natural Resources Management:

2.1 Overview

Agriculture is the backbone of the economies in the region accounting for around 35% of the region's GDP and around 40% of the total export earnings (IGAD strategy NP).

The strategic objective of the Agriculture, Natural Resources and Environment 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% of agricultural labour and 80% for food production in Sub-saharan Africa). Agriculture is an important source of livelihood in 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

⁴IGAD(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

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 1 percent of land and have access to 9-10 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.¹⁰ Though 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 subsector 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 there by more vulnerable.¹¹

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

⁸Ibid.

⁹Malinga et al. (2014). Baseline Study at the National Level for IGAD Priority Sectors State of Gender. Affairs in Uganda.

¹⁰Ibid.

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

Sub-Sectors	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
Livestock Development	<ul style="list-style-type: none"> -Women's access and control of 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 household headship disaggregated data), - Limited health services for women pastoral community, -Women are heavily engaged in rearing small ruminants, 	<ul style="list-style-type: none"> -Low production (quality and quantity wise) -Lower diversification -Lower revenue from livestock -High maternal morbidity and mortality. 	<ul style="list-style-type: none"> - 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 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. 	<ul style="list-style-type: none"> -Livestock information system. -Advocacy tools/platforms. -Advisory services on livestock management. -Expert Group Meetings. -Agreements/ protocol with MS. -Design programmes improving pastoral women health provision. 	<ul style="list-style-type: none"> -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.
Crop Farming/ subsistence	-Women have little decision-making	-Hindrance to the performance	- Advocate for formulation of policy	- Programmin	-Land redistribution,

farming	<p>power and limited financial benefits in cash crop farming while they dominate subsistence food crop production and supply labour</p> <p>-Women have limited access to productive resources, notably land, as access and control of land is not evenly distributed between men and women,</p> <p>-Women have less access to extension services and farm inputs,¹² credit (lack of collateral), training, market information resulting in inefficiency in production; (Kenya, Eth),</p> <p>- Gender imbalance in the agriculture value chain; lower position-being dominated by women and upper end value addition and marketing is dominated by men,</p> <p>-Lack of sex-disaggregated data in the field is apparent in nearly all the countries reviewed.</p> <p>- Lack of knowledge on nutritious crops</p>	<p>of the sector (poor performance of the sector), lower GDP.¹³</p> <p>-Negative impact on increasing women's income and their families (lower production by women).</p> <p>- Growth of the sector would be negatively impacted.</p> <p>-Malnourished women.</p>	<p>on affirmative action to address gender imbalance in land tenure, administration and management,</p> <p>--Research on the participation of women in the agricultural value chain in IGAD member states,</p> <p>- Support policy/legal harmonization to protect women's land rights,</p> <p>-Capacity building through trainings and awareness creation and sensitization on land use and planning.</p>	<p>g</p> <p>-Policy making,</p> <p>-Research, - M&E, - Documentati on, dissemination and sharing of good practices</p> <p>- Land Policy Initiative (LPI) - IGAD/UNECA /SDC.</p> <p>-Design programmes on awareness raising and promote nutrition crops.</p>	<p>certification (increasing number of women who own land),</p> <p>-Women's access to extension services and other agricultural inputs.</p> <p>-Implementation of the LPI,</p> <p>-Decrease number of malnourished mothers and children.</p>
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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.

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);

	among women groups.				
Fisheries	<p>-Women are generally involved more on the lower levels of the fishery value chains (, processing- smoking, drying, retail selling),</p> <p>-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;</p> <p>-Women play a subordinate role in fisheries management;</p> <p>_ High incidence of prostitution and HIV among the women and men fisher-folk (Kenya);</p> <p>-Lack of sex/gender disaggregated data,</p> <p>-Women access to fishing inputs is limited,</p> <p>- Fisheries are among high risk groups for HIV and STIs,</p> <p>- Cross border fish trade mainly dominated by men,</p> <p>- Gender outcome of value chain development is not taken into account,</p> <p>- Low engagement of women in aquaculture (fish farming).</p>	<p>- Low income of women,</p> <p>- Socio-economic, health, status of the community would be affected by HIV,</p> <p>-Affected women will increase,</p> <p>- Women will not be benefiting from the value chain development intervention,</p> <p>- Low level of productivity in fish farming and exclusion of women from the sector.</p>	<p>-Integrate HIV legislation into fisheries,</p> <p>- Build the capacity of member states to address gender in the fishery sector,</p> <p>-Research on women's involvement in the fisheries value chain,</p> <p>- Facilitate the provision of access to credit and other inputs for women,</p> <p>- Promote equal rights for women in fish cooperatives,</p> <p>- Organize IGAD stakeholders' consultative meeting,</p> <p>-Assessments and studies on prevalence rate of HIV among fishing community ,</p> <p>-Build capacity of women who are engaged in fisheries as well as organize them into an association,</p> <p>- Analyze the gender dimension of the proposed value chain development,</p> <p>- Assess factors that affect the engagement of youth and women in aquaculture.</p>	<p>- Policy formulation,</p> <p>-Capacity building,</p> <p>-Partnership,</p> <p>- Dialogue/forum,</p> <p>-IGAD stakeholders consultative meeting, on cross border trade involving women,</p> <p>-HIV service provision based on both community as well as health facility activities</p> <p>- Participatory project formulation,</p> <p>- Design SMEs in aquaculture that take into account, barriers to entering the business.</p>	<p>-HIV infection rate in fishing communities,</p> <p>-Women's involvement in the fisheries value chain,</p> <p>-Research recommendation,</p> <p>- Participation of women in consultative meetings,</p> <p>- women that will benefit from the value addition intervention,</p> <p>- Aquaculture programmes that cater specifically for the particular needs of women and youth.</p>

ICT in Agriculture	<ul style="list-style-type: none"> -Women have limited access to information through ICT, -Women in rural areas have low literacy levels in use of ICT equipment including manuals. 	<ul style="list-style-type: none"> -Low access to information by women on agricultural services, - Low productivity due to limited extension services. 	<ul style="list-style-type: none"> -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 share lessons on ICT in agriculture. 	<ul style="list-style-type: none"> -Capacity building, - Documentation, -Review (available literature on ICT in agriculture), - 	<ul style="list-style-type: none"> -Women accessing information, -Women using ICT for agriculture.
Applied Agricultural Research	<ul style="list-style-type: none"> -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. 	<ul style="list-style-type: none"> -Low adoption and uptake of research, -Low productivity due to low uptake. 	<ul style="list-style-type: none"> -Inclusion of the gender dimension in the research design and implementation, -Review existing research outputs and scale-up best practices. 	<ul style="list-style-type: none"> -Research, -Knowledge sharing and communication. 	<ul style="list-style-type: none"> -Uptake of research outputs (disaggregated by sex), -Level of productivity due to new research outputs.
Water Resources Management	<ul style="list-style-type: none"> -Due to their gender role, women and girls bear the burden of 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 construction and rehabilitation programmes 	<ul style="list-style-type: none"> - Lower productivity of women due to the amount of time spent in fetching water, -Poor health due to lack of 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 	<ul style="list-style-type: none"> Advocate for the participation of women in water negotiation, -In-depth 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. 	<ul style="list-style-type: none"> -Review and in-depth analysis of existing water resource management issues, -Water negotiation forums, -Design programmes for accessibility of safe drinking water. 	<ul style="list-style-type: none"> - The level of women's participation and inclusion of gender perspectives in the planning, development and negotiation of the shared water resources, -Distance to water sources, -Access to safe drinking water.

	<ul style="list-style-type: none"> - Lack of safe drinking water. 	<ul style="list-style-type: none"> disaggregated data, -High girl child school drop-out rates due to long distances. -The prevalence of cases of women affected by communicable diseases will increase. 			
Food security and Nutrition	<ul style="list-style-type: none"> -No gender analysis on food security and nutrition, - Poor nutritional status of women. 	<ul style="list-style-type: none"> -Food and nutrition insecurity, -Poor health of mother and child (affects welfare of women and children). 	<ul style="list-style-type: none"> -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. 	<ul style="list-style-type: none"> - Programming -Capacity building 	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -Women and men undertake different roles in the use and 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; collecting water for 		<ul style="list-style-type: none"> -Create awareness on the role of women in bio-diversity management, -Strengthen civil society engagement in bio-diversity protection -Regional bio-diversity conversation and empowerment protocol. 	<ul style="list-style-type: none"> - Programming, -Partnership, -Awareness creation. 	<ul style="list-style-type: none"> -Women's role and involvement in bio-diversity programmes

	the family, and play a big role in conservation of seeds and management of water and forestry.				
Climate change	<p>-Women disproportionately bear the impact of environmental hazards like flooding and drought etc.,¹⁴</p> <p>--Women have unequal access to information on climate change (rainfall patterns etc.),</p> <p>The r/ship b/n gender and environment including climate change is not being articulated (Eth),</p> <p>-lack of information on the impact of climate change on gender;</p> <p>-FHHS are more vulnerable to environmental hazards,</p> <p>-In pastoralist communities, period of drought is being exacerbated by climate change and places different burdens on men and women's role (as gathering water can become much harder and take a lot longer),</p> <p>-Challenges in mobility of women and men.</p>	<p>- Community resilience wouldn't be achieved if gender-intensified vulnerabilities are not addressed.</p>	<p>- Invest in gender knowledge and management on climate change,</p> <p>- Integrate gender perspectives in resilience strategies and action plans,</p> <p>-Develop targeted intervention for women in arid and semi-arid lands (e.g. Women pastoralists),</p> <p>- Disseminate information technologies that build women's resilience.</p>	<p>- Policy formulation and programming,</p> <p>-Capacity building,</p> <p>-Research and documentation.</p>	<p>-Policy formulation and implementation,</p> <p>-Involvement of women in climate change initiatives.</p>
Renewable	-Women and children	-Negative impact	-Research,	-Dialogue,	-Energy sources

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.

energy resources	disproportionately suffer from health problems related to gathering and using traditional fuel and cooking in poorly ventilated indoor conditions, ¹⁵ -There are disparities in energy use between female - headed and 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.	on the environment (deforestation), -Ill health of women and children and extra health costs for treatment.	-Knowledge management, -Development and dissemination of climate smart/energy saving technologies, -Development of renewable energy technologies for rural women.	-Capacity Building.	for women, -Adoption and use of renewable energy resources by women and men.
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3. Economic cooperation and social development

3.1 Overview

IGAD region is endowed with considerable economic potential. Inspite of this acknowledgement however, the levels of poverty in IGADMember 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

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

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

¹⁷Ibid.

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

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 dropout 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

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.

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, Ethiopia.

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

Sub-sector	Key gender issues	Implication of the issue (how is the identified issue a hindrance to the delivery of the programme	Strategies/Action to address the gender issues	Entry points for intervention	What issues to monitor
Health <ul style="list-style-type: none"> HIV/AIDS, TB, Malaria Nutrition & food security Maternal health Cancers Child health Adolescent sexual reproductive health Population and development 	<ul style="list-style-type: none"> -Prevalence rate of HIV/AIDS is significantly higher in women than men (feminization of the epidemic), -Inadequate data on prevalence of HIV/AIDS in some member states in general and on women in particular (ex- Somalia, Sudan), -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 productive age group of 15 to 25 years, indicating their vulnerability and inequity, - GBV increases vulnerability to 	<ul style="list-style-type: none"> -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). 	<ul style="list-style-type: none"> -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 information for action (Gender disaggregated data), - Implement clear pathway for addressing and eliminating the SGBV 	<ul style="list-style-type: none"> -Disease surveillance, -Policy <ul style="list-style-type: none"> - Political commitment and leadership, -Advocacy, -Capacity, development -Improve services delivery for health (Cross border mobile population) -Regional health legislation and create conducive environment for behavior change, - Involvement of Community and Religious leaders. 	<ul style="list-style-type: none"> -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 stunting in the region, - Human resources allocation for health facilities at the community level, - Capacity of

	<p>HIV and other STIs by 50% especially in intimate partner violence (study in Uganda),</p> <p>-High rate of maternal mortality and morbidity in the region,</p> <p>-Malaria is one of the pressing health needs of women as more of them die of malaria than men.²⁶</p> <p>Women are at a risk of malnourishment at different stages in their life, especially during pregnancy and after delivery,</p> <p>-Gender inequality can be a cause as well as an effect of hunger and malnutrition,</p> <p>- Gender disparity existing in accessing health care facilities, distance to health care facilities, inadequate female health providers, and money are among the major constraints for women,</p> <p>-Inefficient health system to support delivery of health services in the community.</p>		<p>(SOPs, protocols, implementation guidelines, allocation of budget, etc),</p> <ul style="list-style-type: none"> - Empowering women through income generating activities and other actions (cross-cutting with social protection), - Provision of universal access for sex education and social protection to protect women and girls from sexual violence, - Establishment of Gender unit within the health programme <p>-Ensure access to user friendly services for adolescent, girls, youth and</p>		community health system.
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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

			young women (independent access points for needed services).		
-Education	<p>-Gender disparity exists in education (enrollment, completion, transition rate),</p> <p>- Limited/less participation of girls' as one goes higher in the education ladder, due to higher drop out, among others,</p> <p>-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 women/girls' enrollment and retention in school,</p> <p>- Limited share of employment for female teachers,</p> <p>-Gender disparity in adult and informal education.</p>	<p>- SDG goals wouldn't be met,</p> <p>-Underutilization of productive potential.</p>	<p>-Encourage formation of gender offices at learning institutions,</p> <p>- Support the formulation and implementation of affirmative action policies in member states,</p> <p>-Remove barriers to female education, policy advocacy,</p> <p>-Enforcement of existing legislation on harmful traditional practices,</p> <p>-Mainstream nutrition (feeding programme) into education to improve enrollment rate.</p>	<p>- Policy</p> <p>-Capacity building,</p> <p>-Legislation.</p>	<p>- Enrolment, drop out, repetition rates of female and male both in formal and informal education,</p> <p>- List of female and male teachers.</p>

Trade, Industry and Tourism development (including cross border trade)	<p>-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),</p> <p>-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 production and trade value chain as their businesses are small scale in nature,</p> <ul style="list-style-type: none"> - 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. 	<p>-Low production of women in the sector,</p> <p>-High incidence of HIV/AIDS,</p> <p>-TB infection.</p>	<p>-Promote the inclusion of gender perspectives in trade negotiation and agreements;</p> <p>-Research on women's involvement in the trade value chain;</p> <p>-Provide incentives to women who are involved in the trade, industry sector,</p> <p>-Improve access to markets for men and women (transport, shelter, communication , electricity etc.),</p> <p>-Promote formalization of cross-border trade</p> <p>-Provide incentives (credit, information) for women engaged in cross border trade;</p> <p>-Craft policy to address women in the informal sector</p>	<p>-Research</p> <p>-Trade negotiation fora</p> <ul style="list-style-type: none"> - Regional legislation, -Capacity building, -Social protection. - 	<p>Participation of women in the trade value of chain;</p> <p>-Women's access to credit, information,</p> <p>-Men and women incidence of HIV/AIDS infection,</p> <p>- Morbidities amongst women traders.</p>
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	<p>women working in the transport, roads, sector,</p> <ul style="list-style-type: none"> - Gender disparity in employment opportunities of women in infrastructure development endeavor, -Women have less access to ICTs due to gaps in women's education, financial capacity etc. 		<p>of the IGAD transport corridor projects,</p> <ul style="list-style-type: none"> - Encourage the safeguard measures put in place in infrastructure to be gender sensitive. 		
Social protection	<ul style="list-style-type: none"> - Limited safety net for women, -Limited employment insurance. 	<ul style="list-style-type: none"> -Inability to achieve MDGs, -Poverty, -Marginalization. 	<ul style="list-style-type: none"> -Advocacy Policy/program ming. -Legislation, -Social protection schemes. 	<ul style="list-style-type: none"> - Capacity development. 	<ul style="list-style-type: none"> -Availability of social protection.
Youth affairs	<ul style="list-style-type: none"> -Limited involvement in empowerment programmes, -Youth budget is disproportionate to our productivity (Labor, employment, farming, industries), -Poverty, social marginalization and radicalization amongst young people including women, - High unemployment, particularly among women. 	<ul style="list-style-type: none"> -Poverty, -Radicalization or crime. 	<ul style="list-style-type: none"> -Education policy, -Legislation, -Governance policies, -Associations -Awareness on HIV/AIDS, TB, Malaria. 	<ul style="list-style-type: none"> -Education, Communication, -Leadership, -Technologies, -Capacity development. 	<ul style="list-style-type: none"> -% of young people in governance, -Youth employment rate by sex and sector, -Education and training services for young people (female and male), - Targeted youth empowerment programmes (for males and females).

4. Peace and 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.²⁹ The fact that women are disproportionately impacted by armed conflict is also an overstated 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.³⁰ Protracted 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

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.

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.

³² Ibid.

³³ 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.

³⁴ IGAD's State of Gender Affairs reports of Kenya, Uganda, Ethiopia, Sudan. 2014

4.2 Matrix

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 Early 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 mechanisms in the region: IGAD special envoys, roster of mediators etc.	- 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 sex; -Ensure the 50% of women's participation in the peace committees.	-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.
Conflict	-Women are disproportionately impacted by armed conflict, -Gender based violence in armed conflict, including systematic rape, sexual slavery, forced	-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,	-Liaise with agencies that provides psycho-social support for victims of sexual violence (women/men), -Devise strategies to prevent GBV,	-Research, -Programming, -Advocacy to enact laws on criminalizing perpetrators.	- incidence of SGBV on women and men, -prevention methods.

	<p>prostitution, trafficking of women for sexual and other purpose, forced pregnancy, are acts of violence targeted at women during armed conflict,</p> <p>-Women and children constitute majority of the IDPs, refugees and hard hit by the impact of displacement,</p> <p>-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,</p> <p>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,</p> <p>Men are also a target of SGBV during conflict.</p>	<p>- Lower contribution of men victims of SGBV.</p>	<p>- Encourage and support healing and reconciliation among communities.</p>		
Conflict resolution	<p>-Limited participation of women as delegates in conflict resolution mechanisms, such as in protracted peace talks,</p> <p>-Resistance, by</p>	<p>-Women's concern's, priorities and needs would be overlooked from peace agreements,</p> <p>-Incompliance with SCR resolutions (1325etc.)</p>	<p>-Document challenges, best practices on integration of gender perspective in AU and other REC's peace processes,</p>	<p>-Peace dialogues,</p> <p>-Advocacy,</p> <p>-Capacity building,</p> <p>-Roster for technical experts.</p>	<p>The level of women participation and their degree of effectiveness in peace processes,</p>

	<p>parties, to include gender perspectives in the peace talks,</p> <ul style="list-style-type: none"> -Absence of adequate women mediators in peace process, - Limited participation of women and inclusion of gender perspectives in Peacekeeping and peace support operations. 		<ul style="list-style-type: none"> - Strengthen gender balance in the IGAD ongoing effort to organize roster for technical experts to support mediation process. 		<ul style="list-style-type: none"> - Inclusion of gender perspectives in peace agreements.
Post conflict reconstruction and development (PCRD)	<ul style="list-style-type: none"> - 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 disempowered, -Proliferation 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)- 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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 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. 	<ul style="list-style-type: none"> -Formulation of strategies and policies; -Programming Advocacy -Provision of health services and psychosocial support for war affected women. -. 	<ul style="list-style-type: none"> - Participatio n of women in DDR programme s; -Incidence of GBV, - Participatio n of women as well as gender inclusion in PCRD programme s, -health and psychologic al support provided for women.

	<p>more vulnerable households than other households, inter alia</p> <p>-Limited health services for women affected by the war.</p>				
<p>Political</p> <ul style="list-style-type: none"> - Governance - Election - Protection of human rights 	<ul style="list-style-type: none"> -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 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 	<ul style="list-style-type: none"> - Women's priorities, needs and concerns could be overlooked during formulation of legislation, - Ill health, of women and girls including risk to HIV/AIDS, - Women and girls won't be protected by law (perpetuates impunity) 	<ul style="list-style-type: none"> - 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 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 	<ul style="list-style-type: none"> -Programming, - Policy, -Capacity building, 	<p>-Increased participation of women in legislation, cabinet and judiciary and Civil Society,</p> <p>Availability of gender sensitive laws that provide protection for women,</p> <p>-Adaptation of international conventions and regional protocols advancing women's rights.</p>

	conventions such as CEDAW that 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 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.	-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 -Programming -Advocacy	-Inclusion of gender perspectives in the disaster and risk management programme; -Refugee women's legal status.
-Security sector programme -Capacity	-Limited participation of women in capacity building programmes, -Inadequate	- Under performance of women due to lack of capacity, - The security sector would not be able to	- Encourage member states to adequately recruit women in security sector organs,	- Capacity building - Programming - Advocacy -	- Women involvement in capacity building activities

Building -Maritime security -Counter terrorism	representation of women experts in the security sector, -Inadequate participation of women in security sector organs due to lack of education/ opportunities/inter est, among others.	address women's needs and interest regarding security issues (protection from GBV etc.). ³⁵	- Advocate and create awareness 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.		and security sector programme s.
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5. 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.

³⁵Anecdotal evidence shows that victims of GBV feel at ease reporting to female police officer than to male officers.

5.2 Matrix

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	<ul style="list-style-type: none"> -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 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 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 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 	<ul style="list-style-type: none"> -Staff recruitment processes, -Revision of HR policies and guidelines, -Formulation of new projects, -Staff training and development processes, 	<ul style="list-style-type: none"> -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 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.

	<ul style="list-style-type: none"> - Job descriptions and staff performance appraisals do not include gender mainstreaming, -Inadequate provision of maternity and paternity leave 		<ul style="list-style-type: none"> paternity and maternity -Conduct IGAD Participatory Gender Audit and Analysis, - IGAD Health 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	<ul style="list-style-type: none"> - Very few women in management and technical professions, majority of the staff being in support staff, -Lack of 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. 	<ul style="list-style-type: none"> -Women's voice, concerns and priorities may not be addressed, -Technical experts are not obligated to address gender, - Gender issues could be sidelined 	<ul style="list-style-type: none"> -The organization structure should consider the appointment of gender experts at the various sectors/pillars and specialized offices, - Capacity Building for 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. 	<ul style="list-style-type: none"> - Recruitment, HR policy revision, -Capacity building. 	<ul style="list-style-type: none"> - # of Gender Officers employed at the Pillar Level, - Share of employment positions by level among women and men.
Institutional strengthening	<ul style="list-style-type: none"> - Limited knowledge and 	<ul style="list-style-type: none"> - Gender is mainstreamed 	<ul style="list-style-type: none"> - Organize customized Gender 	<ul style="list-style-type: none"> Policy development 	<ul style="list-style-type: none"> - # of Gender Disaggregated

ng and knowledge management	capacity of staff to develop gender sensitive indicators for M&E, - Limited access to knowledge products on gender in different technical areas.	so that it is “lost in the stream”	Mainstreaming Training workshops per pillar/programme/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) .	and Programming, - Capacity building, - Data base development and management, - M&E activities, - Development of technical guidelines.	Knowledge Products produced (quarterly), - Ratio of 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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Annexes

Annex 1: Reference

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