PEACE, PROSPERITY AND
REGIONAL INTEGRATION

INTERGOVERNMENTAL AUTHORITY ON DEVELOPMENT (IGAD)

THE IGAD GENDER MANAGEMENT SYSTEM HANDBOOK

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Foreword

The notion of gender equality and women's empowerment (GEWE) has over the years evolved from being a normative principle enshrined in universally agreed human rights principles and standards, to recognition as a critical pre-requisite for social, economic and political transformation and sustainable development.

This affirmation is explicit in the commitments outlined in the United Nations (UN) Sustainable Development Goals (SDGs) and the African Union (AU) Agenda 2063 among others.

The Intergovernmental Authority on Development (IGAD) Gender Policy Framework (2012-2020), as well as relevant policies and strategies within all its Member States (MSs) acknowledge the importance of GEWE in unlocking key development challenges of the region.

It is not sufficient to acknowledge and make pledges on GEWE. Commitments must be translated into actions and implemented in order to deliver and sustain change. This calls for strengthened institutional systems, structures and processes to ensure effective implementation.

The IGAD Gender Management System (GMS) Handbook lays out internal structures, mechanisms and processes to guide, plan, monitor and evaluate progress in mainstreaming gender and promoting women's empowerment across IGAD divisions, programs and offices. It also establishes mechanisms for leadership and oversight by IGAD Policy Organs.

Whereas IGAD Secretariat will ensure functionality of the GMS, it is important for all relevant actors and stakeholders to be fully aware of the system and to take requisite actions. The GMS Handbook delineates specific roles and responsibilities of various duty bearers and establishes mechanisms for functionality.

I urge all stakeholders in the IGAD GMS to play their part in ensuring that GEWE is an integral and intrinsic quality of our service delivery to the region.

Amb(Eng) Mahboub M. Maalim

Executive Secretary

Acknowledgements

Acronyms and Abbreviations

AU	African Union
CEDAW	Convention on Elimination of All Forms of Discrimination Against Women
CEWARN	Conflict Early Warning and Response Mechanism
CSO	Civil Society Organization
EGMs	Experts Group Meetings
JFA	Joint Financing Arrangement
GEWE	Gender Equality and Women's Empowerment
GFP	Gender Focal Point
GM	Gender Mainstreaming
GMS	Gender Management System
GMT	Gender Management Team
ICOD	IGAD Committee of Directors
ICPAC	IGAD Climate Prediction and Applications Center
ICPALD	IGAD Center for Pastoral Areas and Livestock Development
IGAD	Intergovernmental Authority on Development
IRAPP	IGAD Regional HIV/AIDS Partnership Program
ISAP	Institutional Strengthening Action Program
M&E	Monitoring and Evaluation
MIS	Management Information System
MS	Member State
PCU	Planning and Coordination Unit
PPMU	Project Preparation and Management Unit
REC	Regional Economic Community
SCOR	Strengths, Challenges, Opportunities and Risks
SDGs	Sustainable Development Goals
SSP	Security Sector Program
TWG	Technical Working Groups
UN	United Nations
UNSCRs	United Nations Security Council Resolutions

1.0   Introduction and Background

IGAD is a Regional Economic Community (REC) and one of the building blocks of the AU. The Member States of IGAD are eight countries in the East and Horn of Africa namely; Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda. Eritrea has, however, suspended its membership since April 2007. 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. There are various IGAD Specialized Offices located in MSs that play a key role in delivery of IGAD's mandate. These include:

- 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.

Additionally, IGAD has liaison offices at the African Union Commission (AUC) in Addis Ababa, Ethiopia; in Nairobi, Kenya for multi-lateral development organisations; in Juba for South Sudan; in Khartoum, Sudan for the Special Envoy for Sudan Comprehensive Peace Agreement; and for the Facilitator of the Somalia Peace and Reconciliation Process based in Addis Ababa,(Ethiopia.

IGAD mainly focuses on addressing shared challenges of MSs in three broad areas: Agriculture and Natural Resources Management, Peace and Security as well as Economic Cooperation and Social Development. These areas are elaborated in an overarching regional strategy as well as in the complementary normative frameworks, policies, strategies, programs and projects.

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

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

Furthermore, IGAD Secretariat carries out interventions to promote GEWE in MSs, in line with mandates from regional, continental and global treaties, declarations and policies, including from the AU and the UN. These include the AU Gender Policy, The AU Solemn Declaration on Gender Equality, the AU Agenda 2063, the Protocol to the African Charter on Human and Peoples Rights on the Rights of Women in Africa, The Beijing Declaration and Platform For Action (BDPA), The SDGs, the UN Security Council Resolutions (UNSCRs) 1325 and 1820, and the UN Convention on Elimination of All Forms of Discrimination Against Women (CEDAW).

Through the Phase III of JFA/ISAP, a GMS[1] was developed at IGAD. The GMS is a network of structures, mechanisms and processes to guide planning, monitoring and evaluating GM in IGAD's programs/projects

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1   Adapted from Commonwealth Secretariat, 1999

with the overall aim of achieving greater gender equality and equity within the context of sustainable development.

1.1 Strengths, Challenges, Opportunities and Risks for the IGAD GMS

The design of IGAD's GMS was informed by an organisational context analysis (December 2015) using a Strengths, Challenges, Opportunities, Risks (SCOR) approach. The results of the SCOR analysis are highlighted in Table 1 below:

Table 1: SCOR Analysis for IGAD GMS

Strengths	Challenges

1. Fully operational Gender Affairs Program
2. Policy Frameworks in place:
 	
  - IGAD Gender Policy Framework (2012-2020),
 	
  - IGAD Gender Strategy 2016-2020 ,
 	
  - IGAD Regional Action plan for the Implementation of UNSCRs 1325 and 1820,
 	
  - IGAD Regional Strategy for Higher Representation of Women in Decision Making Positions,
 	
  - Gender Mainstreaming Guidelines
 	
3. Some of the IGAD MSs adapted the GMS model.
 	
4. Affirmative action in education opportunities (Ethiopia, Kenya, Uganda, etc.).
 	
5. Legal provisions in favor of women's empowerment (legislations, etc.), national policies.
 	
6. Designated ministries in each MS.
 	
7. Strong political will for GEWE.
	1. Limited awareness and skills in GM.
	
	2. Inadequate financial support for GM.
	
	3. Cultures and traditions in MSs (patriarchal societies, clan leaders, etc.).
	
	4. Low commitment to implement agreed decisions.
	
	5. Inadequate M&E systems for gender equality.
	
	6. Inadequate number of qualified staff dedicated to GM.
	
	7. Weak accountability mechanisms for GEWE.

Opportunities	Risks
1. Active and effective civil society organizations (CSOs). 2. SDGs goal no 5. 3. AU Agenda 2063. 4. Good practices, experiences and lessons on GM available from other RECs, continental / iInternational bodies and MSs.	1. Limited dedicated budget for GM (prioritization of other agenda). 2. Misconception that GM is more of a feminist agenda. 3. Limited attention to needs of vulnerable or marginalized men. 4. Patriarchal and bureaucratic resistance to GEWE.

Table 1 above shows that there is a strong enabling environment (policy, legal, institutional) as the basis for promoting GEWE in the IGAD Region. Despite this, however, strong patriarchal cultural norms and values, coupled with limited technical and financial resources for GM are key challenges for delivering the desired results. The analysis highlights both opportunities (e.g. SDGs) and risks (e.g. misconceptions on gender equality) associated with the GMS in IGAD.

The systems, structures and processes outlined in this handbook are designed to maximise the use of strengths and opportunities and mitigate the challenges and risks for enhanced traction towards the goal of GEWE.

1.2 Rationale for Establishment of a GMS in IGAD

GM is one of the main approaches espoused in IGAD's Gender Policy Framework. This approach implies:

- Mobilizing the requisite political will to achieve gender equality and equity at national and regional levels.

- Integrating gender perspectives in program/project planning processes of all IGAD divisions, specialized and other offices covering all thematic areas in IGAD's Regional Strategy; including the analysis of problems, identification of solutions, implementation, monitoring and evaluation of policies, programs and projects.

- Using gender and sex-disaggregated data as well as qualitative information to show how key development challenges in the region affect women and men differently; and how solutions impact on them.

- Advocating for increasing the number of women in decision-making positions within IGAD Structures.

- Equipping decision-makers, program managers, experts and other key IGAD personnel with essential and appropriate gender analytical tools, skills and knowledge on GM.

- Building networks and linkages between IGAD institutions and key stakeholders to ensure co-ordination of efforts and resources for GM.

GM is a challenging and broad strategy that cuts across all IGAD Regional Strategy pillars and activities of divisions, programs, specialized and other offices. Achieving this requires strong leadership and co-ordination. The GMS is a key mechanism for strengthening leadership and accountability in all aspects of GM and is a requirement for all RECs within the framework of the AU Gender Policy (2009).

The GMS will increase traction within all IGAD divisions, programs and offices towards consistent and sustained attention to GEWE through planning, implementation, monitoring and evaluation, in line with agreed normative frameworks at national, regional, continental and international levels.

1.3   Purpose and Scope of GMS Handbook

The GMS Handbook describes the requisite structures, mechanisms and processes within IGAD Secretariat and its Specialized and other offices and programs to foster GM and women's empowerment internally in order to reduce gender inequalities and improve equity and inclusivity in regional development.

The handbook will be reinforced by customized gender mainstreaming guidelines and tools that identify specific gender issues for different sectors or programs and propose strategies/activities to address them in a holistic manner. The IGAD Gender Policy Framework, the Gender Strategy, Institutional Gender Policy, and various regional gender strategies/action plans provide further direction on key institutional priorities on GEWE to be tracked through the GMS.

1.4   Goal and objectives of the IGAD GMS

The goal of the GMS is to contribute to a strengthened implementation of and accountability for IGAD gender policies, strategies and action plans by 2025.

The specific objectives are to enhance:

i)   Effectiveness of coordination of GM within IGAD Secretariat divisions, programs and offices;

ii)   Systematic tracking of the promotion of GEWE by IGAD Secretariat divisions, programs and specialized offices; and

iii) The capacity of IGAD institutions to make gender-aware development policies, plans and programs at all levels.

1.5   Expected Results of the IGAD GMS

The expected results of the IGAD GMS include the following:

i)   Improved inclusivity and gender- responsiveness in IGAD regional strategies, policies, programs and initiatives.

ii)   IGAD institutions are able to respond to the needs of both women and men as well as girls and boys in all priority sectors.

iii) IGAD staff are equipped with requisite skills and tools for GM and women's empowerment.

iv)   An efficient and effective mechanism for delivering on IGAD's mandate with regard to implementing global, continental and regional commitments on GEWE.

v)   Mechanisms to track and ensure gender equality results in IGAD programs are in place.

1.6   Approach

The IGAD GMS takes a cross-cutting approach in line with the Institutional Gender Policy. It recognizes the collective responsibility of all IGAD divisions, programs and specialized offices in achieving the aims of GM and women's empowerment. The approach is anchored in three overarching principles: women's empowerment; coordination; and accountability.

i)   Promotion of Women's Empowerment

Women's empowerment has five components: i) Women's sense of self-worth,   ii) Right to have and determine choices iii) Right to have access to opportunities and resources iv) Right to have power and control over their lives both within or out of their homes v) Ability to influence the direction of social change and create a more just, social and economic activity at all levels.

To this end, the IGAD GMS will promote women's empowerment by enhancing representation in decision-making fora and active engagement in planning processes and program management.

ii)   Strengthening Coordination of GM

The IGAD GMS employs a holistic approach to GM and women's empowerment aimed at transforming organizational systems, structures and processes that create and sustain gender inequalities in the organization. The GMS is designed to function in a systemic and coordinated way across all IGAD divisions, programs and offices, with oversight provided by IGAD Policy Organs and MSs national women/ gender machineries.

iii)   Ensuring Accountability for Gender Equality Results

The IGAD GMS fosters accountability for gender equality results by catalyzing change in policy and practice through a twin track approach. To this end, a Gender Management Team (GMT) will:

a) Establish incentive systems including provision of rewards for good practices in promoting GEWE; and

b) Set up boundary systems, defining minimum standards of practice and/or achievement and apply sanctions for non-compliance with the set standards.

2.0   IGAD GMS structures

The IGAD GMS consists of three main structures[2] namely: Governance; GMT; and the Lead Unit. These are illustrated in figure 1 below.

Figure 1:   IGAD GMS Structures
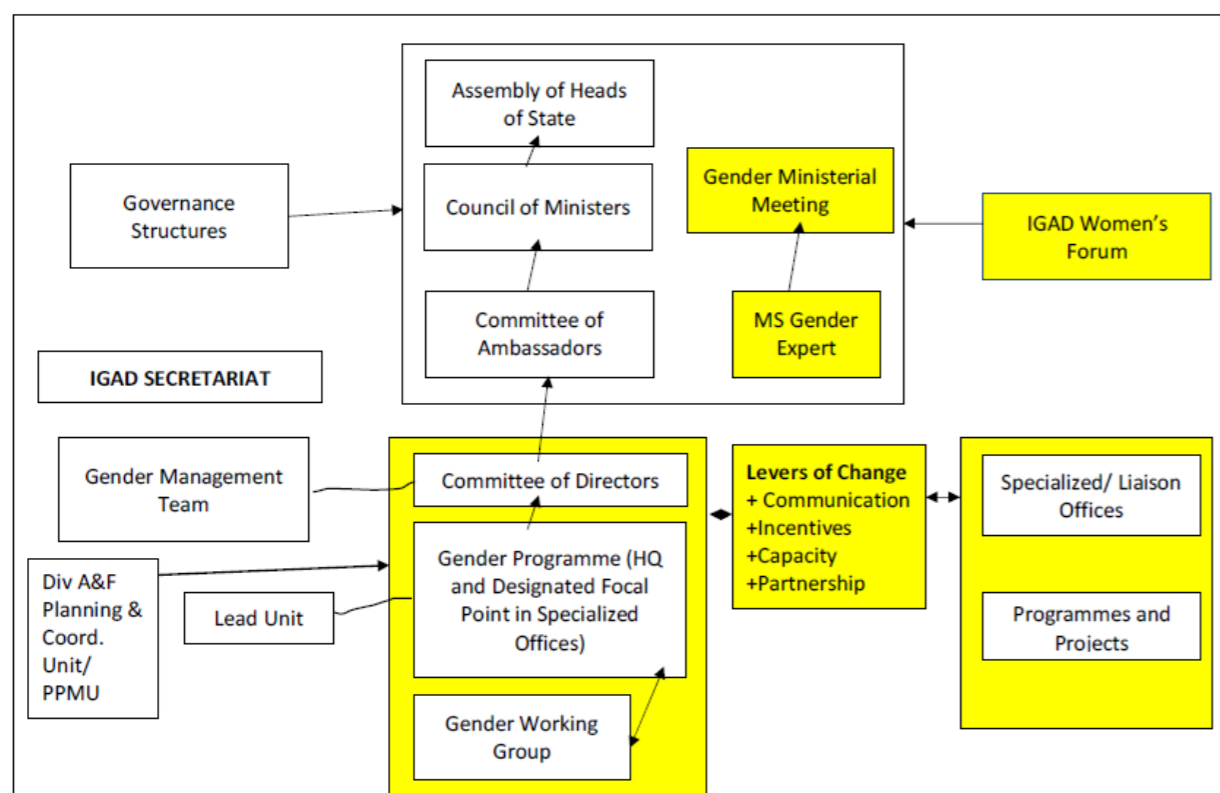
2.1   Governance Structures

The governance structures of the IGAD GMS constitute three elements: policy organs; meetings of ministers responsible for women/gender affairs; IGAD Women and Peace Forum.

2.1.1   Policy Organs

The IGAD Policy Organs include the Assembly of Heads of State and Government, The Council of Ministers, and the Committee of Ambassadors. The functions of each of these organs are defined in the IGAD Establishing Agreement. The functions of the policy organs mainly relate to provision of oversight and policy making/approval.

The IGAD GMS established functional linkages with the IGAD Policy Organs through meetings of IGAD MSs ministers responsible for women/gender affairs. Decisions of the latter are informed by deliberations from Expert Group Meetings (EGMs) involving technocrats from relevant line ministries. The IGAD annual report on initiatives to promote GEWE by the Secretariat will feed into EGMs and after discussions/ synthesis, submitted to Women/Gender Affairs Ministerial Meetings. Issues that require the attention/ approval

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2   The main structures are further supported by complementary mechanisms elaborated in this section

of the Assembly of Heads of State and Government shall be forwarded for consideration through the established procedures.

2.1.2   Meetings of Ministers Responsible for Women/Gender Affairs

Oversight on key gender policy issues and tracking of overall performance on GEWE in the region will be carried out through Annual Meetings of Ministers Responsible for Women/Gender Affairs in MSs. Decisions of these meetings that require endorsement by IGAD Policy Organs will feed into Meetings of the Council of Ministers and subsequently to Summits by the Assembly of Heads of State and Government.

2.1.3   IGAD Women's Fora

IGAD Women's Fora on specific thematic issues such as peace[3] and business[4] will contribute to achievement of the gender agenda of IGAD through policy dialogues and engagement with the established policy organs and mechanisms. The Fora will also play a vital role in monitoring trends and performance as well as ensuring accountability for gender equality results with regard to specific priority areas of focus.

2.2   Gender Management Team

While the ultimate aspiration of the IGAD GMS in the long term is to have a specifically dedicated GMT, it is acknowledged that in the short to medium term, there are key efficiency gains in adapting existing mechanisms to carry out this function.

Against this backdrop, the IGAD Committee of Directors (ICOD) shall serve as the GMT, to provide leadership on strategic GEWE issues within the Secretariat and Specialized Offices. The GMT will reinforce the Gender Affairs Program to ensure full and effective implementation of IGAD gender policies, strategies and action plans.

The GMS recommends strengthening internal mechanisms within divisions, programs and specialized and other offices for increasing traction towards GEWE in IGAD.

2.2.1   Meetings of the GMT

The GMS recommends that all meetings of the ICOD include a standing agenda item on GEWE for regular tracking of commitments and progress. A Director shall be designated to lead on GEWE issues during regular meetings of the ICOD.

Additionally the ICOD/GMT will hold at least bi-annual special meetings/ sessions to review the promotion of GEWE by all divisions, programs and offices. The review will involve an in-depth assessment of activities carried out, results delivered, good practices, lessons learned, challenges and recommendations for further improvement.

The Gender Affairs Program will be co-opted to attend the special/dedicated bi-annual meetings/sessions of the ICOD/ GMT on GEWE, for technical backstopping purposes.

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3   IGAD Women and Peace Forum
4   IGAD Women in Business Forum

2.2.2 Reporting on GEWE

As indicated in 2.2.1 above, the ICOD/GMT will hold two special/dedicated meetings on GEWE The first meeting will review and adopt a half year report and the second meeting will discuss and consider the annual report on GEWE respectively. Both reports shall be submitted to the IGAD Executive Secretary. The annual report shall be reviewed by MS Gender Experts and thereafter presented to the Meeting of IGAD Ministers Responsible for Women/ Gender Affairs for adoption and policy guidance. Decisions of the Women/Gender Affairs Ministers that require approval by designated IGAD Policy Organs shall be forwarded to the Assembly of Heads of State and Government, through the Council of Ministers.

2.3   Lead Technical Unit

The IGAD Gender Affairs Program serves as the lead technical unit for promotion of GEWE   within IGAD Secretariat, Specialized and other Offices. Its key functions under the GMS shall include:

i)   Providing technical support to the GMT in execution of its mandate of providing leadership for promotion of GEWE by IGAD Secretariat, Specialized and other Offices.

ii)   Co-ordinating the implementation of IGAD Gender Strategy and related Action Plans.

iii)   Providing technical support to IGAD Divisions, Programs and Offices on GEWE programming.

iv)   Supporting the functioning of IGAD Women's Fora

v)   Developing and sharing knowledge products on GEWE in the context of IGAD's priorities.

vi)   Representing the Secretariat in major national, regional, continental and international meetings on issues of concern to women.

2.4   Complementary Mechanisms

Functionality of the IGAD GMS will be enhanced by complementary mechanisms that reinforce promotion of GEWE through planning, implementation, reviews, general administration and human resources management. Key among these are: the Division of Finance and Administration, Gender Focal Points and/or Working Groups, and the Project Preparation and Management Unit (PPMU). These mechanisms support the identified levers of change in the GMS to become operational[5].

2.4.1 Division of Finance and Administration

The Division of Finance and Administration in conjunction with the Gender Affairs Program shall regularly review recruitment processes within IGAD Secretariat, Specialized offices and programs/ projects   with the view to designing strategies for promoting equitable employment opportunities for women and men among the professional staff.

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[5]   The IGAD GMS levers of change are: Communication, Awareness, Incentives, Capacity and Part-nerships

Strategies shall include:

i)   Special/ explicit encouragement of women to apply for specific vacancies advertised (affirmative action).

ii)   Including gender expertise among requirements for technical assignments such as consultancies.

iii)   Including women on interview committees.

iv)   Enforcing a zero tolerance policy on sexual harassment at the workplace.

v)   Incorporating GEWE in performance measurement systems (performance planning and evaluation) for experts and managers.

The IGAD Human Resources Section shall play a critical role in ensuring that workplace GEWE issues in personnel management are routinely addressed, guided by and benchmarked with international labour standards.

2.4.2   Gender Focal Points &Technical Working Groups (TWG) on Gender

2.4.2.1   Gender Focal Points

IGAD Specialized Offices and Programs outside Djibouti[6] shall officially assign[7] Gender Focal Points (GFPs). These shall be professional staff with capacity to engage in programming and budgeting processes. GFPs shall be equipped with requisite technical skills in GM in order to effectively serve as 'in house' gender experts to assist with the monitoring and implementation of IGAD Gender Policies and Strategies. GFPs should provide concrete technical support to directors/heads ofpPrograms/offices on mainstreaming gender into their programs/ projects.

It is acknowledged that in the short to medium term, it may not be feasible (due to funding constraints) to hire specific gender experts to serve in all divisions, offices or programs. The GMS measure therefore emphasizes strengthening the IGAD Gender Affairs Program at Head Quarters (Djibouti) to provide the necessary technical backstopping across the board, and to reinforce the work of assigned GFPs or hired Gender Experts (where feasible).

2.4.2.2.   Technical Working Groups on Gender

Where feasible, dedicated thematic technical working groups (TWGs) on gender may be formed. For example under the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI), a Gender and Resilience Working Group was established in 2015.

TWGs play both analytical and catalytic roles in promotion of GEWE within specific areas of interest. They back up the Gender Affairs Program and enhance its capacity to deliver on a wide, cross-cutting role and crucial mandate.

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[6]   The IGAD Gender Affairs Program is based at the Secretariat in Djibouti whereas specialized offices and programs are hosted in different MSs

[7]   This will entail official letters of assignment and inclusion of specific tasks and performance targets in their work schedules. Performance appraisals of GFPs shall include assessment of their delivery on ex-pected roles and responsibilities of a GFP. Specific Terms of Reference for assigned GFPs shall be designed/tailor-made for each program/project/office/division.

2.4.3   The Planning and Coordination Unit and PPMU

The PCU/PPMU guides overall planning, reporting, monitoring and evaluation within IGAD Secretariat, Specialized Offices and Programs. The unit has conducted several capacity building workshops for IGAD technical staff to strengthen project planning, monitoring and evaluation.

The GMS underscores the strategic and important role of PCU/PPMU in ensuring effective use of GM guidelines and tools at all levels. The Unit will also play a crucial role in assessing internal compliance on GM by reviewing new/proposed projects, work plans, progress and evaluation reports to ascertain whether or not gender perspectives have been sufficiently addressed. The Gender Affairs Program will work in conjunction with PCU/PPMU and provide requisite technical support in the execution of this function.

2.5   Levers of Change

The GMS identifies five levers of change to drive and sustain attention to GEWE within IGAD institutions at all levels. These are explained below:

2.5.1 Awareness

Increased gender awareness among IGAD management and staff at all levels is extremely important for the delivery of GEWE results. The GMS Lead Unit will continuously conduct gender awareness activities for management and all staff in order to create an organizational environment that is both sensitive and responsive to GEWE concerns.

2.5.2 Incentives

The GMT will establish and enforce incentive systems for both evidence of good practices on GEWE (rewards) and non-compliance or failure to demonstrate efforts to address gender inequalities (sanctions). The rewards may include promotion, preferential budget allocations and recognition; whereas sanctions may include budget cuts and non-clearance of proposed projects or approval of specific deliverables. The PPMU, working with the Gender Affairs Program will design and update where necessary, tools for screening projects and performance or other reports as well as other requisite measures for tracking GEWE within IGAD. Assessment reports shall be submitted to the GMT for consideration and action.

2.5.3 Communication

The GMS requires all IGAD communication products (reports; information, education and communication materials; online content including on IGAD websites and social media; images; etc.) to promote GEWE. Specifically, the GMS structures will track and ensure elimination of gender stereotypes and use of gender inclusive language in communication materials and products.

2.5.4 Capacity

Capacity gaps and needs among IGAD staff for addressing gender inequalities vary within and among divisions, offices, programs and projects. Therefore IGAD capacity development initiatives on GEWE should take this into consideration and ensure tailor-made sector specific learning.

There is a need to boost the capacity of the Gender Affairs Program by hiring project specific gender specialists as part of the core implementation teams. Where designated, GFPs shall be senior technical staff with specialized training on gender. Additionally, there will be need to invest in the collection of gender disaggregated data/statistics and tailor-made GM tools and guidelines to inform planning and reviews for enhanced gender equality results.

2.5.5 Partnerships

The GMS shall promote partnerships with other structures and processes at regional, continental and international levels aimed at promoting GEWE. Through the GMS, IGAD will network with regional, continental and international actors including the AU, UN Women, the UN Economic Commission for Africa (ECA), RECs, Development Banks such as the African Development Bank, Private Sector, and CSOs.

The IGAD Gender Affairs Program will further strengthen coordination and networking with national women/gender machineries for promotion of GEWE within MSs and promote joint action on shared regional gender equality challenges.

3.0   IGAD GMS mechanisms

The IGAD GMS shall drive and sustain intra-organizational action and change on GEWE through three main mechanisms:

3.1 Gender analysis: This will involve systematic collection and analysis of sex-disaggregated

data to highlight the different status, condition and position of women vis-à-vis men in all IGAD sectors, programs and projects. Through gender analysis, inequalities between women and men will be identified to form the basis for gender responsive program development, implementation, monitoring and evaluation.

3.2   Management Information System (MIS): The GMS will involve creation of gender sections within all IGAD MIS to serve as central repositories of information on GEWE for ease of access by or dissemination to staff and/or stakeholders.

3.3   Performance Management System: The GMS will draw from the findings of sector/program specific gender analyses to set performance targets for each program or Work Unit. Achievement of these targets shall be assessed both at the individual (professional staff and management) and Work Unit levels through a gender-aware Performance Review System. Existing staff and program performance review systems will need to be reformed/ re-oriented to ensure that they are gender-responsive.

4.0   Monitoring and Evaluation of the IGAD GMS

The GMS will be monitored and evaluated technically by the Gender Affairs Program in conjunction with PPMU to ensure that all IGAD divisions, offices, programs and projects promote equality and equity of opportunities and outcomes. This will be carried out through:

i)   Provision of regular reports on the progress of implementing the GMS.

ii)   Assessing the gender impact of the programs, projects and initiatives by different actors involved in the IGAD GMS in their areas of focus.

iii)   Promoting collection and use of sex-disaggregated data and statistics.

iv)   Assessing the extent to which IGAD programs and projects incorporate gender analysis in design and implementation.

v)   Assessing the gender sensitivity of program indicators.

vi)   Conducting Participatory Gender Audits periodically.

5.0   References

1) The Updated IGAD Gender Policy Framework (2012-2020)

2) Regional Action Plan for Implementation of United Nations Security Council Resolutions 1325 (2000) and 1820 (2008)

3) Regional Strategy for Higher Representation of Women in Decision Making Positions (2013

4) IGAD Gender Strategy 2016-2020

5) IGAD Workplace Gender Policy

6) Customized Gender Mainstreaming Guidelines/Tools in IGAD Programs and Projects

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IGAD Secretariat Avenue Georges Clemenceau
P.O. Box 2653 Djibouti Republic of Djibouti.
T: +253 21 35 40 50
F: +253 21 35 69 94

www.igad.int