IPSTC GENDER POLICY

INTERNATIONAL PEACE SUPPORT TRAINING CENTRE

Institutionalizing Gender Equality at IPSTC for the advancement of Women Peace and Security in Peace Support Operations

November 2015

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ABBREVIATIONS

APSA   African Peace and Security Architecture

ASF   African Standby Force

CEDAW Convention on the Elimination of all Forms of
     Discrimination against Women

CMB   Centre Management Board

DPKO   Department of Peace-Keeping Operations

EASF   Eastern Africa Standby Force

GGGR   Global Gender Gap Report

HPSS   Humanitarian Peace Support School

IPSTC   International Peace Support Training Centre

JCB   Joint Control Board

MOC   Memorandum of Cooperation

PCSS   Peace and Conflict Studies School

PSC   Project Steering Committee

PSO   Peace Support Operations

PSRD   Peace and Security Research Department

PSTC   Peace Support Training Centre

UN   United Nations

UNSCR United Nations Security Council Resolution

FOREWORD

This gender policy marks a significant milestone for IPSTC in its journey towards the achievement of gender equality. The policy sets out a framework to strengthen on-going efforts for realizing gender equality in the institution. It takes into account the findings of the institutional gender audit conducted in May 2015 and outlines measures that IPSTC shall take to make gender equality a reality in all programmes and processes. The policy takes into account the United Nations Security Council Resolution 1325 on Women, Peace and Security, related resolutions, other international, regional and national commitments on gender equality.

The policy comes at a critical time when we are developing our Strategic Plan 2016-2019 and provides us with an opportunity to develop and include gender-related outcomes and indicators aligned with our principles, values and commitments.

Gender equality is a shared institutional responsibility and its realization depends on the collective commitment of all staff and particularly the senior managers. I look forward to working with all of you to realize the commitments outlined in this policy. To this end, I endorse this document and direct that it be operationalized.

Brigadier P. M. Nderitu

Director, International Peace Support Training Centre

ACKNOWLEDGEMENTS

This policy was developed through an inclusive and participatory process that involved consultations with a wide range of stakeholders drawn from the Joint Control Board, Centre Management Board and IPSTC staff. IPSTC appreciates the invaluable contribution from all those who participated in all the stages of developing the policy.

IPSTC deeply appreciates the financial and technical support provided by UN Women Kenya towards the development of this policy.

We look forward to the support of all stakeholders in implementing the policy.

Brigadier   P. M. Nderitu

Director, International Peace Support Training Centre

1.0 INTRODUCTION

1.1   Background

1.1.1   Overview of Gender in Peace Support Operations

In October 2000, the United Nations Security Council unanimously adopted Resolution 1325 on Women Peace and Security. The resolution recognizes the impact of armed conflict on women, their under-representation in peace processes and the important role they play in the maintenance and promotion of peace and security. The UN Security Council, through this resolution, called for urgent measures for mainstreaming gender perspectives in all conflict prevention and resolution initiatives.

The resolution became the first comprehensive international framework that mandates mainstreaming of gender in Peace Support Operations. Preceding the UNSCR1325 was the Department of Peace-Keeping Operations (DPKO) study on mainstreaming a gender perspective in multi-dimensional peace support operations, the Windhoek Declaration and Namibia Plan of Action that called for the mainstreaming of a gender perspective in all areas of a multi-dimensional peace support operations. This was in recognition that the history, concept and practice of peace keeping was male- dominated, yet modern day peace-keeping has become complex and gendered with different effects on women and men hence requiring joint efforts from both.

1.1.2   The Concept of Gender Mainstreaming

Gender mainstreaming refers to the process of assessing the implications for women and men on any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality. The current Peace Support Operation (PSO) mandate has increasingly expanded to not only maintain peace and security, but also to facilitate political processes, protect civilians, assist in the disarmament, demobilization and reintegration of former combatants, support the organization of elections, protect and promote human rights and assist in restoring the rule of law. All these components have different implications for men and boys relative to women and girls hence the need for gender mainstreaming.

Current gender mainstreaming efforts, especially in peace building and peacekeeping, devote more attention to the needs and experiences of women because men's needs and experiences are already well integrated into most policies and programmes. However, this is not to deny the fact that there are specific gender issues affecting men that require attention.

Increasing the number of women in professional positions has been used as a strategy to achieve the gender balance of 50/50 prescribed by the United Nations (UN). It should be noted, however, that numerical increase alone does not guarantee gender equality. Consequently, there is need to impart skills on how to complement this with other measures.

Research shows that women make a significant contribution to peace building and peace keeping. In peacekeeping for instance, it is documented that increased participation by women improves the relationship of missions with the local populations, reduces the smuggling of weapons and explosives and reduces sexual harassment and violence against the local population. It is also documented that mainstreaming gender in PSOs contributes to mission success and helps in building sustainable peace. Yet, the number of female peace keepers has remained very low, at 4% in 2015 having grown from 0.1% in 1989.

As a result, gender mainstreaming in PSOs has concentrated on increasing the number of female peacekeepers, conducting pre-deployment gender training, implementing DPKO gender directives and UNSCR 1325; requiring mission reports to include a gender perspective and disaggregate data by sex.

1.1.3 The International Peace Support Training Centre

The International Peace Support Training Centre (IPSTC) is a regional centre of excellence mandated to carry out capacity building in International Peace Support Operations to military, police and civilian personnel mainly from the member states of the Eastern Africa Standby Force (EASF) within the framework of African Peace and Security Architecture (APSA). When established in 2001, it was called the Peace Support Training Centre (PSTC) under the Kenya Defence Staff College. In 2009, it merged with the International Mine Action Training Centre to form the IPSTC comprising Peace and Conflict Studies School (PCSS) and the Humanitarian Peace Support School (HPSS). It is the only peace support training centre that has been officially recognised as a centre of excellence in Africa by both the UN and African Union.

The centre's vision is to be an independent research, training and education centre in Eastern Africa that is responsive to complex emergencies. Its mission is to conduct applied research, training and education of military, police and civilian personnel in all aspects of peace operations in order to help improve the effectiveness of international response to complex emergencies. Including a gender perspective in its operations will certainly enhance its effectiveness.

The centre's strategic plan for 2016-2019 commits to equal opportunities by adopting inclusivity and gender mainstreaming in all its operations. The centre offers courses covering the entire spectrum of conflict prevention, resolution and reconstruction. There are also plans to include preventive diplomacy, peacemaking and peace building towards enhancing capacity at regional, national and community levels.

Through the strategic plan, the centre promises to be proactive in addressing needs of peace actors and improve the centre's products by raising the overall level of quality. Gender mainstreaming is one of the means of achieving this.

The key functions of the centre are to:

- Provide strategic and operational level decision-making and leadership training to enhance planning and management of multi-dimensional peace operations.

- Provide mission-focused pre-deployment training at both tactical and operational levels.

- Support the development of African peace operations capacity focusing on the African Standby Force (ASF) and targeting the Eastern Africa Standby Force (EASF).

- Contribute to the development of an emerging Eastern African peace and security architecture.

- Provide a repository of data across the entire spectrum of peace operations.

- Provide peace operations training and advice to the Kenya Defence Force and its establishments.

Based on the African Union Protocol on Peace and Security, the APSA framework and its functions, IPSTC is mandated to equip peace actors including peacekeepers with capacity to undertake gender mainstreaming in peace building and peacekeeping at the regional, national and local levels.

This *IPSTC Gender Policy* therefore provides a framework for mainstreaming gender in the policies, programmes, plans, administrative regulations, resource allocation and activities of IPSTC in order to achieve gender equality and promote the gender agenda in PSOs.

1.2 Normative and Legal Frameworks on Gender Equality

1.2.1 Overview

Gender equality is universally recognized as a core development objective fundamental to the realization of human rights, sustainable development, peace and security. Integrating gender perspectives into peace support operations is premised on various international humanitarian laws, human rights laws and other UN instruments on gender equality.

Globally, gender equality is enshrined in the founding principles of the UN. Paramount among these is the commitment to equality of all human beings as articulated in the Universal Declaration

of Human Rights (1948) which states that "All human beings are born free and equal in dignity and rights." This means that human rights and freedoms cannot be limited by a person's gender. These have further been strengthened by the 1993 Vienna Declaration of Human Rights which calls for mainstreaming of gender in all aspects of UN work, the 1994 Cairo Conference on Population and Development and the Sustainable Development Goals (SDGs) of 2015.

The key international human rights instrument on gender equality is the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) of 1979, and its optional protocols and general recommendations. Others are:

• The Declaration on the Elimination of Violence against Women (1993) which legally defines and outlaws violence and discrimination against women.

• The Beijing Platform for Action (1995) which emphasizes the importance of gender equality for effective and sustainable peace building and peacekeeping.

• The Windhoek Declaration and Namibia Plan of Action (2000) that demands for effective gender mainstreaming as a standard component of all peace keeping missions and calls on troop contributing nations (which are training military, police and civilian personnel for PSOs) to involve a higher percentage of women in training and ensure that gender is mainstreamed in all regional and national training curricula and courses.

The UNSCR 1325, adopted in October 2000, comprehensively situates gender issues in peace operations. It recognizes the disproportionate impact that armed conflicts has on women, affirms women's roles in the prevention and resolution of conflicts and highlights the

need to increase their role in decision making regarding conflict prevention and resolution. The resolution calls for an increase in the number of women serving in field operations, the inclusion of a gender component in field operations and the provision of training guidelines to member states on the protection of women. The resolution has been strengthened by adoption of resolutions 1820 (2008), 1888 (2009), 1889(2009), 1960 (2010), 2106 (2013), 2122 (2013) and 2242 (2015). The first four address the use of sexual violence as a tactic of war and mandates specific arrangements and operational activities to prevent, respond and ensure accountability for conflict-related sexual violence. They also require that troops must be trained on the prohibition of sexual violence. Resolutions 1889, 2122 and 2242 strengthen resolution 1325 by emphasizing accountability for its implementation by ensuring that gender analysis and technical gender expertise are included throughout all stages of mission planning, mandate development, implementation, review and mission drawdown.

The 1st Rome Statute of the International Criminal Court (1998) recognizes and criminalizes conflict-related gender based violence and stipulates international legal standards to identify and report the same. It identifies rape, sexual slavery and enforced sterilization as crimes against humanity.

Regionally, gender equality is enshrined in the African Charter on Human and Peoples Rights (1981), the Protocol to the African Charter on Human and Peoples Rights on the Rights of Women in Africa (2003), the Solemn Declaration on Gender Equality in Africa (2004) and the Declaration on Post Conflict Reconstruction and Development adopted by African Union Heads of State and Government (2006) and APSA, which provides the framework for African Union member states to undertake gender-compliant activities in line with UNSCR1325.

At the national level, several EASF member states that IPSTC serves have adopted robust legal, policy and institutional frameworks on gender equality. In Kenya, for instance the Constitution of 2010 guarantees the right to equality and freedom from discrimination for both men and women. Almost all EASF member states have national policies on gender while Kenya, Burundi and Uganda have developed national action plans to aid in the implementation of UNSCR 1325 and subsequent UNSC resolutions on women peace and security. These national instruments continue to provide policy guidance on mainstreaming gender in national peace and security strategies.

1.2.2 Situation Analysis

Between February and May 2015, IPSTC went through a gender audit to assess the efforts made towards gender mainstreaming, determine best practices, identify gaps and challenges and make recommendations to inform the development of this gender policy. The audit established that IPSTC is making good progress and that the leadership has demonstrated its commitment to promoting gender equality through various initiatives and registered the following achievements:

1. Formalized partnership with UN Women in 2014 through the project *'Integrating Gender in Peace Support Operations'* and UN Women joining the JCB.

2. Placement of gender expert at the Centre.

3. Steady increase in the number of female trainees in its courses from 5% in 2009 to 26.8% in 2015.

4. Incorporation of gender in all its courses and training on gender-specific topics such as Sexual and Gender Based Violence.

5. Gender training for staff.

6. Review of the IPSTC training curriculum to mainstream gender.

7. Documentation of the role of women in peace and security operations in Marsabit and Turkana counties in Kenya.

8. The Peace and Security Research Department (PSRD) in particular has taken on board gender analysis in its planning, implementation and reporting.

9. Inclusion of equal opportunity and non-discrimination as core values in the centre's strategic plan 2016-2019.

10. Efforts to increase the number of female civilian staff in the different departments.

11. Existence of a Human Resource Policy that contains provisions on equal employment opportunities, inclusion of persons with disabilities, parental leave, flexi hours, a comprehensive medical cover that addresses maternity and female-related ailments and guidelines on how to address sexual harassment in the work place.

12. Consciousness about the need to make the work environment gender responsive.

13. Compliance with the requirement that at least 30% of an institution's tenders be reserved for women, youth and persons with disabilities.

14. Commitment to ensuring fairness in the treatment of women and men according to their respective needs, acknowledging that this may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities.

However, shortcomings were detected in the following areas.

Policy: First, the centre's foundational documents such as IPSTC Charter and the Memorandum of Cooperation (MOC) with the Government of Kenya and other partners are not lucid on gender mainstreaming. While the charter recognises that certain positions within the structure may be filled by either males or females, it does not provide for a mechanism to realise a balanced representation. Second, military recruitment policies have impacted negatively on the centre's ability to increase the quota of women especially in leadership positions.

Gender Disparity: The centre is yet to achieve gender parity in its personnel as most of the senior leadership positions are held by male military officers. As at August 2015, the overall percentage of male staff was 79% compared to 21% female staff, which is below the ideal 50%. The imbalance is more pronounced among the military staff where males constitute 90.2% which significantly varies from civilian staff where women constitute 54% while men constitute 46%. There is also male dominance among casual staff at 68.6%.

Capacity: First, there is a basic understanding of the key terms relating to gender among the management and staff. However, this is largely theoretical and not applied. The capacity to mainstream gender is also greater among the higher cadres and members of the Joint Control Board (JCB) relative to junior staff. Second, most staff have not received the kind of gender training that would enable them to mainstream gender in their work. Third, gender mainstreaming is misconstrued by many as a women's issue. Fourth, although members of the JCB come from countries or institutions that support gender mainstreaming, very few of them specify gender components within their sponsored courses.

Culture: The machismo associated with security institutions is regarded as a deterrent to mainstreaming gender.

Course Participants: Countries that nominate officers for trainings do not heed the centre's request that they nominate participants that include both men and women. As a result, majority of course participants continue to be male.

Accountability: There is no institutional framework to track and report on results of gender mainstreaming.

The audit concluded that there is sufficient commitment at the leadership level towards the promotion of gender equality and that an explicit gender policy would significantly aid the process.

Participants of the Community Peace Building Course 2015

2.0 POLICY GOAL, OBJECTIVES AND GUIDING PRINCIPLES

2.1   Policy Goal

To institutionalize gender equality at IPSTC and advance the women, peace and security agenda in peace support operations.

2.2   Policy Objectives

1. To formalize and structure IPSTC's commitment to achieving gender equality.

2. To specify measures that will be taken by IPSTC to achieve gender equality in the centre's systems, structures, plans, programmes and activities.

3. To outline primary management and accountability measures for tracking the achievement of gender equality results.

4. To promote the application of United Nations Security Council mandate on Women Peace and Security

2.3   Guiding Principles

This policy is based on the following principles:

1. *Gender balance:* Deliberate inclusion of women and men in all IPSTC structures and programmes at all levels.

2. ***Non-discrimination:*** Women and men will not be accorded different treatment merely because of their gender.

3. ***Accountability:*** Establishment of specific mechanisms to ensure that the policy is implemented and progress in gender mainstreaming is tracked.

4. ***Organizational Culture:*** A safe and respectful work environment for all.

2.4   Scope of the Policy

This policy is applicable to all areas of operation in IPSTC and is binding on all military, police and civilian members of staff in their internal and external interactions. The policy should be read in conjunction with the centre's other policies and procedure documents.

3.0 POLICY COMMITMENTS

To build on the momentum already gained, IPSTC shall apply the policy measures   outlined below to improve on gender mainstreaming within the Centre.

3.1   Priority Area 1: Policy Environment

1. Align its gender policy with relevant national, regional and international instruments on gender equality as developed from time to time.

2. Revise its charter and MOC to categorically commit to gender equality.

3. Review all its policies to ensure that they are gender-responsive.

4. Include a gender perspective in all policies, administration regulations and guidance tools.

5. Require and ensure that all its communication materials are gender-sensitive.

6. Allocate adequate financial and human resources to support gender mainstreaming activities including implementation of this policy.

3.2   Priority Area 2: Capacity Building

1. Equip all members of staff (civilian, police and military) with information and skills on how to mainstream gender in their work through gender training at all levels.

2. Include gender awareness in the induction of new staff.

3. Build the capacity of staff to mainstream gender in all stages of IPSTC programmes (design, planning, implementation, monitoring and evaluation).

3.3 Priority Area 3: Programmes

1. Integrate gender in the system   approach to training.

2. Mandate that gender be mainstreamed in the planning, design, implementation and evaluation of all programmes.

3. Mainstream gender in the strategic and operational plans.

4. Collect and use sex-disaggregated data in all its endeavors.

5. Develop tools, guidelines and indicators for tracking the results of gender mainstreaming in programmes and institutional initiatives.

6. Put in place mechanisms for monitoring the ratio of male to female trainees and take remedial measures to achieve an appropriate balance through advocacy of Member States to nominate male and female course.

7. Require all research processes and outcomes to be gender-responsive and conduct gender specific research.

8. Review existing and new courses to mainstream gender.

9. Offer specific courses on gender.

10. Have gender balanced teams of course facilitators.

11. Mandate that all training reports have sex-disaggregated data.

12. Collaborate with academic and research institutions in assessing the gendered impact of its trainings and document lessons learned.

3.4 Priority Area 4: Gender Mainstreaming Mechanisms

1. Institutionalize the position of a gender expert strategically positioned to provide strategic guidance and support gender mainstreaming at all levels of the Centre's progammes and activities.

2. Appoint gender focal points at HPSS and PCSS to work with the gender expert. It will be ensured that men are also appointed to such positions.

3. Establish mixed teams (men and women) in committees, trainings, research and other related activities.

4. Establish a gender advisory committee inclusive of members of various departments (male and female, civilian, police and military) with clear roles and responsibilities.

5. Enable the above mechanisms to conduct annual reviews to assess the level of gender mainstreaming and recommend appropriate action.

6. Recognize champions of gender equality and diversity within the institution.

3.5 Priority Area 5: Resources

Mobilize and allocate adequate financial and human resources to support gender mainstreaming activities including implementation of this policy.

3.6   Priority Area 6: Partnership

Build and nurture strategic partnerships with government, development partners, research and academic institutions, private sector and civil society actors involved in gender mainstreaming at national, regional and international levels for sharing information, learning and exchanging best practices.

3.7   Priority Area 7: Human Resources

1.   Routinely identify gender issues specific to either male or female staff and address them appropriately.

2.   Open up opportunities for women to work in areas perceived to be male domains and vice versa.

3.   Put in place measures to achieve gender parity among military and civilian staff at the centre.

4.   Take deliberate steps to ensure equitable presence of women in leadership and decision-making positions.

5.   Include a module on gender in the staff induction programme.

6.   Dialogue and advocate with Kenya's Ministry of Defence and all partners seconding uniformed officers to deploy both males and females.

7.   Adopt recruitment, retention and promotion procedures that advance gender balance in the work force at all levels.

8.   Ensure gender balance in allocation of career development opportunities and formation of task forces and committees.

9. Not tolerate any act of sexual harassment and mandate the Head of Finance and Administration to ensure the implementation of the sexual harassment policy stipulated in the human resources manual paragraph 18.2.5 or as it may be amended as appropriate[1]. Reports of sexual harassment shall be dealt with promptly and effectively in accordance with institutional policy and Kenyan law. Complaints shall be kept confidential to maintain the dignity and status of the complainants and accused. Retaliation against complainants is strictly prohibited and may result in separate disciplinary action. The centre shall maintain a register of all reported cases of sexual harassment, investigation reports and actions taken.

3.8   Priority Area 8: Work Environment

1. Create a gender-responsive work environment that enables women and men to perform their roles effectively.

2. Ensure that there are adequate and comfortable physical facilities, including adequate separate changing rooms for women at HPSS and PCSS.

3. Provide welfare packs for all course participants.

4. Allow flexible work arrangements, establish child daycare facilities and adopt other necessary measures to enable both male and female staff to combine parental roles with their official duties.

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1   *The Human Resources Manual at page 80-82 in sections 18.2.5, 18.2.3, 18.4, 18.5, 18.6 and 18.7 exhaustively deals with sexual harassment including the definition, guidelines for reporting, investigations, appeals and penalties.*

5. Promote a positive institutional culture where both women and men are treated with respect and dignity.

6. Take deliberate measures to promote a work environment free of discrimination.

7. Require everyone in the organization to consciously reflect gender sensitivity in their behavior, language, attitudes, discourse, jokes, body language and actions.

3.9   Priority Area 9: Accountability

1. Ensure that the centre's monitoring and evaluation system has specific gender indicators and is designed to collect and analyse sex- disaggregated data.

2. Develop tools to measure the level of gender mainstreaming in all the centre's programmes and institutional processes, research and training.

3. Collect and analyze sex-disaggregated data on the centre's programmes and institutional establishment to monitor progress towards gender equality.

4. Ensure that senior staffs are appraised on their contribution to the implementation of the Gender Policy mainstreaming.

5. Report bi annually to the JCB on progress on implementation of the Gender Policy and achieving gender equality.

4.0 POLICY IMPLEMENTATION ARRANGEMENTS

The successful implementation of this policy requires amendments to some of the institution's policies, directives, procedures and practices. Various officers and departments will play specific roles to implement the policy. Senior managers will provide leadership and have the primary responsibility of implementing this policy.

4.1 Roles and Responsibilities in Implementation of the Policy

Actor	Responsibilities
Joint Control Board	1. Provide financial and technical support for implementation of the policy. 2. Provide strategic guidance on interpretation of the policy. 3. Monitor the overall implementation of the policy.
Director, IPSTC	1. Provide leadership and direction in implementation of the policy. 2. Create an enabling environment for implementation of the policy.
Centre Management Board (CMB)	1. Oversee implementation of the policy. 2. Ensure equal representation of men and women in committees and task forces. 3. Conduct annual reviews to assess progress in implementation of the policy.
Chief of Staff	1. Mobilize and allocate resources for implementation of the gender policy. 2. Assist in coordination of gender mainstreaming activities.

Actor	Responsibilities
Planning and Programmes Department	1. Ensure that gender is mainstreamed in programme design, planning, implementation and evaluation. 2. Establish a monitoring, evaluation and reporting system to measure progress in gender mainstreaming. 3. Monitor and review the implementation of the gender policy. 4. Include gender in all training courses.
Peace, Security and Research Department	1. Include gender perspectives in the overall research framework, approach and methods. 2. Collect sex-disaggregated data.
Finance and Administration Department	1. Ensure gender-responsive budgeting. 2. Harmonize the gender policy with other existing policies. 3. Implement gender-related human resources and procurement policies. 4. Ensure staff induction and capacity development on gender issues. 5. Revise performance appraisal to assess the contribution of managers to achieving gender equality.
Peace and Conflict Study School (PCSS) & Humanitarian Peace Support School (HPSS)	1. Ensure gender balance in all training courses. 2. Conduct gender awareness trainings. 3. Offer courses on gender mainstreaming. 4. Appoint two gender focal persons (military and civilian, male and female) per school.
Gender Specialist	1. Provide technical advice and guidance to management and staff on implementation of the policy.

Actor	Responsibilities
	2. In consultation with programmes, develop a detailed Gender Action Plan with specific objectives, activities and indicators to measure progress on implementation of this policy.
	3. Coordinate internal staff capacity building trainings and gender-related activities.
	4. Disseminate information on gender to all staff.
	5. Prepare Terms of Reference for consultants and subject matter experts on gender.
	6. Identify strategic partners on gender issues.
	7. Identify relevant resource materials on gender for placement in the institution's resource centre.
	8. Coordinate gender data collection and information management
	9. Liaise with external agencies on gender
	10. Amend this policy as appropriate
IPSTC Staff	1. Familiarize with the policy and their role in implementing it.
	2. Attend gender training and keep up to date with emerging gender issues.
	3. Actively contribute to the development of the action plan to implement the policy.
	4. Support management in the day-to-day implementation of the policy.
	5. Take steps to promote an inclusive and gender-responsive culture in the institution.
	6. Liaise with the Gender Specialist and management in addressing emerging gender issues.
	7. Participate in the review of this policy and the action plan(s).

4. 2   Monitoring and Evaluation

The CMB will review and monitor the implementation of this policy on annual basis. An external evaluation will be conducted after two years from the date of adoption.

4.3   Policy Enforcement

It shall be the responsibility of the Director of IPSTC to enforce the Gender Policy. This may include delegating the responsibility to senior managers. Any individual who breaches the policy shall be subject to disciplinary action.

ANNEX :
KEY TERMINOLOGY

Gender: The different roles, rights, responsibilities and obligations of women and men. The innate biological differences between females and males are interpreted by society to create a set of social expectations that define the behaviors that are appropriate for women and men and that determine access to rights, resources and power in society. Although the degree of these differences varies from one society to the next, they typically favour men and create an imbalance in power.[2]

Gender Mainstreaming: "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality"[3]. Mainstreaming includes gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantageous position. Gender-specific interventions can target women exclusively, men and women together, or only men, to enable them to participate in and benefit equally from development efforts. These are necessary temporary measures designed to combat the direct and indirect consequences of past discrimination.

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2   OSAGI (2001). *Gender Mainstreaming for Promoting Gender Equality* document
3   UN Ecosoc, 1997.

In July 1997, the United Nations Economic and Social Council (ECOSOC) defined the concept of gender mainstreaming as follows:

A strategy for promoting gender equality. It is not an end in itself but an approach, a means to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities - policy development, research, advocacy/ dialogue, legislation, resource allocation, planning, implementation and monitoring[4].

Gender Equality: The absence of discrimination on the basis of one's sex in the allocation of resources or benefits or in access to services[5].

Gender Parity: Equal numbers of men and women at all levels of the organization. It must include significant participation of both men and women particularly at senior levels[6].

Gender Blindness[7]: A situation where the different policy impacts on men and women are ignored.

Gender Analysis: Qualitative and quantitative assessment to determine the different impacts of activities on men and women and the effect that the gender roles and responsibilities have on development efforts.

Sexual Harassment: Any unwelcome sexual advance, request for sexual favour, verbal or physical conduct, gesture or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another when such conduct interferes with work and is made a condition of employment or creates an intimidating, hostile or offensive work environment. Both men and women can be victims or offenders[8].

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4   Report of the Economic and Social Council 1997 A/52/3
5   African Union Gender Policy
6   UNDP, (2001). Gender Parity Report.
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8   OSAGI Secretary General's Bulletins/SGBs on Prohibition of Discrimination and harassment including sexual harassment and abuse ST/SGB/2008/5

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- *Vienna declaration and Plan of Action 1993 (www.ohchr.org/... accessed on October 29, 2015).*

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