

**MAKERERE**



**UNIVERSITY**

# **GENDER EQUALITY POLICY**

**JULY 2009**

## TABLE OF CONTENTS

<b>1.0 INTRODUCTION.....</b>	<b>3</b>
1.1 BACKGROUND .....	3
1.2 RATIONALE.....	5
1.2.1 <i>A Blueprint for Gender-Responsiveness</i> .....	5
1.2.2 <i>A Human Right</i> .....	5
1.2.3 <i>A Prerequisite for Sustainable Development</i> .....	5
1.2.4 <i>A Benchmark for Institutional Advancement</i> .....	5
1.2.5 <i>Key to Problem Solving</i> .....	6
<b>2.0 THE POLICY ENVIRONMENT FOR GENDER EQUALITY.....</b>	<b>6</b>
2.1 NATIONAL RELEVANCE.....	6
2.2 REGIONAL ENVIRONMENT .....	6
2.3 THE INTERNATIONAL ENVIRONMENT.....	7
<b>3.0 DEFINITION OF TERMS .....</b>	<b>7</b>
<b>4.0 THE OVERARCHING POLICY STATEMENT.....</b>	<b>9</b>
4.1 POLICY VISION.....	10
4.2 POLICY MISSION .....	10
<b>5.0 GUIDING PRINCIPLES .....</b>	<b>10</b>
<b>6.0 POLICY OBJECTIVES .....</b>	<b>10</b>
6.1 OVERALL OBJECTIVE .....	10
<b>7.0 POLICY RESOLUTIONS .....</b>	<b>11</b>
7.1 POLICY RESOLUTION ONE: ENGENDERING THE CURRICULUM.....	11
7.2 POLICY RESOLUTION TWO: SECURE ENVIRONMENT.....	12
7.3 POLICY RESOLUTION THREE: STUDENT ENROLMENT, RETENTION AND PERFORMANCE .....	12
7.4 POLICY RESOLUTION FOUR: STAFF RECRUITMENT, TRAINING, PROMOTION AND RECOGNITION .....	13
7.5 POLICY RESOLUTION FIVE: WOMEN’S PARTICIPATION IN DECISION- MAKING .....	13
7.6 POLICY RESOLUTION SIX: ORGANISATIONAL CULTURE.....	13
7.7 POLICY RESOLUTION SEVEN: NETWORKING AND PARTNERSHIPS .....	14
7.8 POLICY RESOLUTION EIGHT: RESEARCH AND INNOVATIONS.....	14
7.9 POLICY RESOLUTION NINE: RESOURCE MOBILIZATION AND GENDER BUDGETING .....	15
7.10 POLICY RESOLUTION TEN: STAFF AND STUDENT WELFARE .....	15
7.11 POLICY RESOLUTION ELEVEN: CREATION OF THE GENDER MAINSTREAMING DIRECTORATE .....	15
<b>8.0 MONITORING, EVALUATION AND ACCOUNTABILITY FOR GENDER EQUALITY .....</b>	<b>16</b>
8.1 RESPONSIBILITY FOR IMPLEMENTATION OF THE GENDER EQUALITY POLICY.....	16
8.2 INSTITUTIONAL AND LEGAL FRAMEWORKS .....	17
8.3 COMMITMENT TO PROACTIVE IMPLEMENTATION OF THE GENDER EQUALITY POLICY.....	18
8.4 MONITORING AND EVALUATION.....	18

### **APPENDIX 1: MONITORING AND IMPLEMENTATION MATRIX**

## 1.0 INTRODUCTION

### 1.1 BACKGROUND

Makerere University is committed to the promotion of gender equality and women's empowerment where all students, academic, administrative and support staff, female and male, enjoy equal opportunities, human rights and non-discrimination in all spheres of University life.

This commitment is demonstrated by institutionalization of affirmative action in the University's admission processes (1990) and the establishment of two institutional mechanisms: the Department of Women and Gender Studies (1990/91), an academic unit; and the Gender Mainstreaming Division (GMD 2002), an administrative unit. Prior to the institution of the GMD as a unit, the University Senate and Council had approved the Gender Mainstreaming Programme (GMP) in 2001/2002. Further, in the seven-year University Strategic Plan: 2000/01-2006/07, Gender Mainstreaming was ranked among the six strategic priorities of Makerere University.

Indeed ever since the establishment of the Gender Mainstreaming Division (GMD) in 2002, the question was never *whether* the University needs a Gender Equality Policy, but *when* the policy would be developed. Now, more than ever before, the need for the policy is critical to the continued growth and strategic integration of the gender mainstreaming perspective in all University functions.

When the University was founded in 1922 it was very much a men-only institution with a masculinist culture. Its motto at the time spoke volumes about the kind of institution it was: "Let's Be Men!" Makerere's concern with gender justice dates back to 1945 when the first six female students were admitted to the University. The motto eventually changed to "We Build for the Future" and more women were admitted. It was, however, in the 1990s when the University started pursuing a broader gender agenda by taking definite steps forward.

In recognition of that earlier commitment to gender mainstreaming, the ten-year University Strategic Plan 2008/2009 - 2018/2019 made a deliberate effort to integrate gender mainstreaming, alongside other "cross-cutting issues" (quality assurance and internationalization) into its "core and support functions while at the same time providing an environment that will ensure their growth and consolidation."

Despite these positive developments, gaps still exist in terms of institutionalizing gender mainstreaming in a substantive manner. There are marked gender gaps in all the major areas of the core functions of the University as noted below:

#### **(a) Policy Formulation**

General University policy formulation is still gender blind. Apart from the Anti Sexual Harassment Policy, other policies of the University do not incorporate clear principles of gender equality and equity.

**(b) *Student Enrolment, Retention and Performance***

In 1990, Makerere University instituted affirmative action in favour of female applicants (1.5 points scheme) geared to increasing the number of female students admitted to the University. The number of female students accessing University education had over time been relatively small compared to that of male students: for instance, the percentages of the female students admitted to the science programmes ranged from 13% in 1988/1989 to 17% in 1989/1990; and for the Humanities, the percentage was 20% in 1988/1989 and 31% in 1989/1990. Although progressive improvement has been registered, bringing the percentage to 33% for science programmes in 2008/2009 and to 45% for the Humanities in the same year, the enrolment of female students is still lowest in the science programmes (it is still below the original target percentage of 35%). Even for the Humanities, the percentage is still below the desired level for gender equality, which is 50%. The gender gap has been further exacerbated by the new government policy on students' scholarships that is biased in favour of science-based programmes, hence marginalizing the humanities where females predominate.

The existing physical infrastructure and staff establishment do not match with the increased student population. While large numbers of students are admitted, the University does not offer sufficient student support services. There is inadequate lecture space and accommodation for students, especially female students, to ensure retention and successful completion of their study programmes.

**(c) *Women's participation in Decision-Making***

Gender gaps persist in all decision-making organs of the University and at all levels of governance. By June 2009 there were only 10 women out of a total of 25 members on the University Council (40%) and in Senate there are 10 women out of a total of 54 members (18%). At the level of top management, there is a gross gender imbalance, with only two female members out of a total of ten, making a percentage of only 20% of female representation at that level. Among the Deans/Directors of academic units, there are only two female Deans/Directors out of twenty, which makes only 10% of female representation.

The Makerere University Gender Equality Policy (MUGEP) shall be the vital tool for the integration of gender into unit and management structures, programmes and functions. This Policy provides the framework to guide the gender mainstreaming process; the regulations for the integration and enforcement; as well as the actors to track the progress of the implementation and ensure compliance.

**(d) *Mainstreaming Gender in Planning Units***

Planning Units have largely not embraced gender mainstreaming in their planning, budgeting and implementation processes. The gender committees in planning units have been invisible and ineffective in mainstreaming gender within the respective planning units. This policy is to empower planning units to mainstream gender in plans, budgets and Monitoring and Evaluation tools for greater impact towards gender equality and mutual accountability. The

current Gender Mainstreaming Sentinel Sites shall be integrated into mainstream structures of the University as Unit Gender Mainstreaming Committees

## **1.2 RATIONALE**

This Gender Equality Policy is a statement of Makerere University's commitment to taking positive steps in gender planning for the institution's sustenance, the promotion of gender justices, the management and prevention of gender violence, discrimination and injustice. This Policy commits Makerere University to making human and financial capacity and resources available to support the quest for gender justice.

### **1.2.1 A Blueprint for Gender-Responsiveness**

This Gender Equality Policy signals the position of the University on gender issues as part of its vision, mission and core business. The policy prepares the University and provides guidelines for adjudicating and responding to gender issues as they arise in the institution, the community and society at large. The policy signals Makerere's commitment to taking positive steps in gender planning for the institution's sustenance, the promotion of gender justice, the management and prevention of gender violence, discrimination and injustice. The policy commits the University to making human and financial capacity and resources available to support the quest for gender justice.

### **1.2.2 A Human Right**

The attainment of equity and gender equality is regarded as absolutely essential from a human rights perspective. Makerere University is required to take into account the rights of all its members, irrespective of gender. A Gender Equality Policy will confirm and institutionalize the rights, responsibilities and duties of all stakeholders in Makerere University.

### **1.2.3 A Prerequisite for Sustainable Development**

It is now a well-established fact that gender equality is central to sustainable development where every member of society is treated with respect and dignity, affording them equal opportunity to realize their full potential. In order to seriously address the adverse effects of gender inequality to sustainable development, the government of Uganda established a Gender Team in 2002 to coordinate and manage the integration of gender into the Uganda Poverty Eradication Action Plan (PEAP) as a cross-cutting issue. Education is an empowering force to support sustainable development and therefore, Makerere University has a crucial role to play in contributing to the broader societal goal of gender equality. This can only be achieved by the University investing in eliminating all the social and structural impediments that stand in the way of women's full participation in higher education.

### **1.2.4 A Benchmark for Institutional Advancement**

Gender equality has become one of the most important areas by which the quality and effectiveness of an academic institution is judged. A Gender Equality Policy provides an institutional framework within which actions on gender can be taken at all levels. It

further provides a framework that enables the University and all its stakeholders to undertake initiatives that are mutually beneficial and lead to the promotion of gender justice and equity. An effective Gender Equality Policy is supported by detailed rules and regulations to guide the institutions towards more effective equity and equality strategies.

### **1.2.5 Key to Problem Solving**

The integration of gender in programme planning and implementation is seen as integral to solving many institutional and societal problems. For example, tackling the HIV/AIDS pandemic has remained a big challenge in Uganda because of not paying serious attention to the gender dimensions underlying the scourge. Gender mainstreaming in development interventions, especially in research and innovations ensures that poverty is addressed with a gender perspective for the benefit of males and females in society.

## **2.0 THE POLICY ENVIRONMENT FOR GENDER EQUALITY**

### **2.1 NATIONAL RELEVANCE**

The MUGEP is in line with the constitution of the Republic of Uganda. It provides for the recognition of gender equality as well as equality of persons and outlaws all forms of discrimination including that based on sex. Objective VI of the constitution requires the state to ensure gender balance and fair representation of marginalized groups on all constitutional and other bodies. It further obligates the State to take affirmative action in favour of groups marginalized on the basis of historical prejudices, socio-cultural negative attitudes and practices. Article 33 elaborates the rights of women, including their right to dignity and realization of their full potential and advancement.

The National Gender Policy of 1997 as well as the National Action plan on Women, support the mainstreaming of gender in the national development process. On its part, Makerere University developed a Gender Mainstreaming programme and instituted the Gender Mainstreaming Division (GMD) in 2000 and 2002, respectively. The GMD has the responsibility for mainstreaming gender into all faculties, departments, and organs of the University, a task that is currently hampered without the backing of a comprehensive Gender Equality Policy.

### **2.2 REGIONAL ENVIRONMENT**

Within the African continent, the African Union has provided benchmarks for gender parity. In addition, African member states have now ratified the Protocol to the African Charter on Human and People's Rights on the rights of Women in Africa (Maputo Protocol). The Uganda government has ratified and signed the Gender Parity principle and the process to ratify the Maputo Protocol is underway. The African Union has set a benchmark of 50% for women's participation in decision-making processes. The regional environment has, therefore, provided a positive gender policy framework within which the adoption of the MUGEP would illustrate the University's commitment to supporting the regional agenda for gender and development.

### **2.3 THE INTERNATIONAL ENVIRONMENT**

Uganda is signatory to several international conventions and declarations that provide for human rights and freedoms. The Universal Declaration of Human Rights (UDHR) provides a common understanding of the human rights and freedoms referred to in the UN Charter and it serves as a common standard of achievement for all nations in conjunction with the Bill of Rights. Moreover, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which Uganda ratified in 1985, emphasizes affirmative action as a strategy for closing the gender gap towards substantive equality. The Beijing Platform for Action (1995) inspired the government of Uganda to formulate its Gender Policy and the National Action Plan on Women.

In light of the institutional, national, regional and international developments and positions on issues of gender equity, equality, and women's empowerment, Makerere University is committed to its role and mandate as a leading national and world-class institution by situating itself strategically at the forefront of responsiveness to the gender mainstreaming of its functions. This Gender Equality Policy is the engine to propel the gender mainstreaming process forward, as well as provide the checks and balances for it.

### **3.0 DEFINITION OF TERMS**

#### ***Sex***

Sex refers to the biological differences/determinants between men and women which are universal and determined at birth. It is a useful analytical category that distinguishes biological differences between men and women from socially constructed differences (GMD, 2007).

#### ***Gender***

Makerere University recognizes that gender as a concept is not static. For the purposes of this policy, the term gender is used in the sense that society and culture apportion characteristics, requirements and expectations to males and females. Individual members of a society are assigned norms of behaviours, roles and duties on the basis of their sex. Biology bestows only a small portion of those attributes and roles; the greater part of what we are as men and women is bestowed on us by culture and society. That is why it is said that we are *born* female and male but *learn* to be feminine and masculine. The MUGEP offers the opportunity for Makerere to address the significant gendered dimensions of the work and study that men and women perform within its community. The concept of Gender in the context of the MUGEP should, therefore, be seen as an integral part of a wider and deeper understanding of human experiences, including both physical and emotional needs, perceptions, motivations, relationships and structures (GMD, 2007).

#### ***Gender Equality***

In promoting gender equality, Makerere University is not denying the differences that exist between men and women. "Gender equality requires equal enjoyment by women and men of socially-valued goods, opportunities, resources and rewards. Gender equality does not mean that men and women become the same, but that their opportunities and life chances are equal. In other words, gender equality is the absence of discrimination which is based on a person's sex, in opportunities, allocation of resources and benefits, human rights, and in access to services such as education.

Gender equality may, therefore, be measured in terms of whether there is equality of opportunity, or equality of results or outcomes. Gender equality in the MUGEP context means that Makerere University will promote programmes and policy interventions aimed at enhancing equal access to opportunities and increasing women's control over key resources and decision-making. A Gender Equality Policy signals an institution's position on gender issues as part of its vision, mission and core business. It prepares the institution and provides guidelines for adjudicating and responding to gender issues as they arise in the institution, the community and society at large (Gender Mainstreaming Division, 2007; Derbyshire 2004).

### ***Women's Empowerment***

Women's empowerment is used in the sense of giving women the tools or equipping them with knowledge, skills, and capacity to fully participate in decision-making and access to power. Empowerment presupposes full participation on the basis of equality in all spheres of society. It also denotes availing women with the opportunity to realize their full potential and capacities (Gender Mainstreaming Division, 2007).

### ***Gender Equity***

Gender equity goes beyond formal equality of the sexes and emphasizes substantive forms of justice which may entail treating men and women differently, when appropriate, in order to achieve outcomes that are fair and just. It requires fairness and justice in the distribution of responsibilities, access to and control over resources, and access to benefits between women and men. Gender equity embraces affirmative action where and when necessary and it is a step towards gender equality (Derbyshire, 2002).

### ***Gender Analysis***

Gender analysis is the process which examines the differences and disparities in the roles that women and men play, the power imbalances in their relations, their needs, constraints and opportunities and the impact of these differences in their lives. A gender analysis in Makerere University would examine how the differences between women and men determine differential access to benefits, opportunities and responsibilities in all University functions. For gender mainstreaming to be effectively implemented, gender analysis must be done in all the university operations, including: teaching and learning, research, governance and administration, knowledge transfer partnerships, student and staff welfare, public space, and organizational culture (UNDP, 2001).

### ***Discrimination***

Discrimination occurs when a person or group of people are treated less favourably than another person or groups of people in comparable circumstances. Gender-based discrimination entails unfair and differential treatment meted out to persons based on their sex.

### ***Affirmative Action***

Affirmative Action is designed to help eliminate effects of past and present forms of discrimination. It is a process in which institutions identify areas of improvement, set goals, and take positive steps to enhance opportunities for marginalized groups, including women. Affirmative Action in the context of this Policy focuses on deliberate

actions to provide equal opportunities in education, training, employment, and promoting qualified categories of people where they are underrepresented.

### ***Gender Mainstreaming***

In the context of Makerere University, gender mainstreaming is the strategy for making women's and men's concerns and experiences an integral dimension of the University functions, so that women benefit equally, thus ensuring that gender inequality is not perpetuated. Gender mainstreaming does not simply entail inclusion of women in the University's overall agenda already decided by men, but it involves a transformative process that requires changes in structures, procedures and cultures. The objectives of gender mainstreaming in Makerere University is, therefore, to make women's concerns and experiences an integral part of designing, implementing, monitoring and evaluating programmes, structures, policies and practices, and all decisions in the University functions and organizational culture ( Derbyshire, 2002).

### ***A Gender Responsive Policy***

A gender-responsive policy incorporates basic principles for addressing the imbalances and inequalities that have resulted from socially and culturally constructed differences between men and women in a given society. It is in effect a blueprint or guideline for implementing action (GMD, 2007, Derbyshire, 2002).

### ***Gender Neutral/Blindness***

A policy is said to be gender neutral/blind when it ignores or fails to take into account sex composition and/or gender characteristics and their effects on an activity. Gender Committees in Planning Units (Sentinel Sites) (GMD, 2007; UNDP,2001)

### ***Sentinel Sites***

Sentinel Sites in planning units are focal points that the GMD works closely with to mainstream gender in the planning, budgeting and monitoring and evaluation within those particular units. This policy proposes that the Sentinel Sites be integrated into mainstream structures of the University as Unit Gender Mainstreaming Committees.

## **4.0 THE OVERARCHING POLICY STATEMENT**

Achieving gender equality and non-discrimination for all staff and students is a strategic objective of Makerere University. The University explicitly plans to integrate gender as a cross-cutting issue into both its core and support functions.

As the oldest and most prestigious institution of higher learning in the country, Makerere University is committed to lead the next generation on the way to securing equality of opportunity for women and men whether as students, staff members or external users of our facilities.

In realising gender equality, the University shall endeavour to do everything within its means not to overlook the diversities among and between members of the university community, particularly disability, social class and age.

Achieving gender equality and equity at Makerere University is a long-term process. The University is committed to working with all stakeholders within and outside the university, guided by the strategic actions outlined herein.

#### **4.1 POLICY VISION**

A gender-responsive University in which substantive gender equality is realized.

#### **4.2 POLICY MISSION**

To enable the University excel in providing a gender-responsive organizational environment and to integrate gender into the functions of the University in order to attain gender equality and women's empowerment.

### **5.0 GUIDING PRINCIPLES**

In line with the National Gender Policy Principles which emphasise gender equality and equity, affirmative action, gender as a crosscutting issue in all sectors and levels and the need to take into consideration the impact of household and family relations on gender equality, the guiding principles for our Gender Equality Policy are:

- (a) Women and men in the University are not a homogenous group; therefore the inter- and intra-sex differences must be taken into account to achieve substantive equality and equity;
- (b) Gender equality means that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally;
- (c) Intra household family relations may have adverse effect on the University functioning;
- (d) Transformation in individual consciousness about gender equality and women's rights as well as organisational culture and governance are a prerequisite for gender equality and women's empowerment; and
- (e) Sustainable development is possible only if based on equal partnership and mutual respect between women and men.

### **6.0 POLICY OBJECTIVES**

This Gender Equality Policy is an instrument for the necessary changes at all levels of the University functions and for addressing the root causes of gender inequality and the subtle ways in which they are sustained within the University practices. As an instrument for change, the key Policy objectives and actions focus on change at the personal level and at transforming the formal and informal rules and practices of the organisation that are based on patriarchal norms and ideologies. These are the determinants of the rules of gender inequality in all organizations.

#### **6.1 OVERALL OBJECTIVE**

The overall objective of the MUGEP is to define a common value system of gender equality and equity as well as women's empowerment within the core functions of the University, namely, teaching and learning, research and innovation, knowledge transfer and networking, while specifying strategic interventions for institutional and organisational change.

## **7.0 PREAMBLE**

WHEREAS, the Makerere University Council is committed to serving all its stakeholders with equality and equity and to open doors of opportunity for quality education to women and men, especially in areas that will enhance national development; and

WHEREAS, the commitment is reflected in the goals set forth in the University ten-year strategic plan of 2008/2009 - 2018/2019; the institutionalisation of affirmative action in 1990; the establishment in 2002 of the Gender Mainstreaming Division; and the adoption in 2006 of the Anti-Sexual Harassment Policy; and

WHEREAS, the profile of University students is fast changing and becoming more diverse in several ways, including gender, age, ethnicity, national origin, (dis)abilities, social class and the University is responsible to provide support services that accommodate the educational needs for all; and

WHEREAS, the University Council recognizes the importance of global engagement and designing its programmes and research to be responsive to international developments and institutions thus providing opportunities for students and staff to participate in international academic exchange; and

WHEREAS, the University Council affirms the value of forging networking opportunities and partnerships with stakeholders outside the university through field attachments, internships and other practical experiences outside the traditional ivory tower culture; and

WHEREAS, gender and gender relations play a critical role in all programmes and facets of the university at all levels, with implications for all members of the university community and making gender awareness and analyses central to all functions of the university;

DO HEREBY enact the Makerere University Gender Equality Policy this .....day of ..... 2010

### **7.1 ENGENDERING THE CURRICULUM**

*Makerere University shall take all necessary steps to engender the curricula of all its academic programmes.*

#### Strategic Actions:

- i. Create a framework for engendering the University curriculum
- ii. Review and engender all existing curricula and ensure that new programmes are gender responsive.
- iii. Impart gender analytical skills and knowledge to all staff to enable them engender the University teaching and learning programmes and build a gender responsive environment.

- iv. Design and implement a mandatory cross cutting core course on Gender and Development for all first year undergraduate and postgraduate students.

## **7.2 A SECURE ENVIRONMENT**

*The University Management and Administration shall promote a gender friendly and inclusive secure environment at the university in order to ensure effective protection of bodily integrity and dignity of every member of the University community.*

### Strategic Actions:

- i. Implement policy and regulations on sexual harassment
- ii. Develop and enforce guidelines for ensuring a secure environment that includes street and security lighting, posting security personnel at strategic points, providing night surveillance services, availing hotlines for emergencies, etc. Particular attention should be paid to halls of residence and private hostels,
- iii. The University shall institute concrete mechanisms to address gender-based violence against students and staff.
- iv. Strengthen counselling services and allocate adequate resources for prevention, management and rehabilitation of survivors of gender-based violence at the University.

## **7.3 STUDENT ENROLMENT, RETENTION AND PERFORMANCE**

*Makerere University Council shall support programmes aimed at improving gender balance in the enrolment, retention and performance of students across all disciplines.*

### Strategic Actions

- i. Continue to support affirmative action programmes to address gender gaps and imbalances in the enrolment of students to all its programmes, particularly for females in science-based programmes.
- ii. Provide student support services that enhance successful completion of their programmes.
- iii. Establish linkages with educational institutions and other stakeholders to increase enrolment and retention of disadvantaged female and male students.
- iv. Develop mechanisms for monitoring the performance and retention of students by gender.
- v. Institute a mentoring system as a support mechanism for increasing the enrolment and retention of students, especially for female students in science-based disciplines and professions at Makerere University.
- vi. Establish a loan scheme to assist students meet their tuition and related financial obligations.

#### **7.4 STAFF RECRUITMENT, TRAINING, PROMOTION & RECOGNITION**

*Makerere University Council shall invest in endowments, infrastructure and resources to support activities aimed at improving gender balance in the recruitment, promotion, retention and performance of staff members at all academic and administrative levels.*

##### Strategic Actions:

- i. Review staff appointments criteria to include gender-responsive considerations.
- ii. Review the criteria for accessing staff development opportunities in order to accommodate the various gender roles and needs of members of staff.
- iii. Recognize and reward staff members who have excelled in their fields and service to the University and the wider community.

#### **7.5 WOMEN'S PARTICIPATION IN DECISION-MAKING**

*The University shall adopt proactive measures to increase the participation of women in decision-making through recruitment, promotion and retention in order to eliminate the existing gender imbalances within the systems, structures and all core activities of the University.*

##### Strategic Actions

- i. Design and implement programmes that ensure equal opportunities and affirmative action.
- ii. Design and implement a gender-responsive cross generational leadership and mentoring programme, particularly for young female staff in the science disciplines.
- iii. Establish and implement programmes with adequate facilities and resources to support the multiple roles of University staff, particularly their career, studies and care-giving roles.
- iv. Develop and implement a gender sensitive and responsive human resource policy.
- v. Develop a data bank of qualifications, specialities and experiences of women and utilise it as a basis for appointing more women on the supreme University governing bodies such as the University Council, Senate, Appointments Board and other related bodies.
- vi. Review the current system of representation to all supreme governing organs and devise a mechanism to ensure that it alternates between male and female in constituencies where there is an odd number (e.g., one representative) and 50/50 for constituencies with even numbers.

#### **7.6 ORGANISATIONAL CULTURE**

*The University shall promote and enforce a gender-responsive organisational culture to eliminate patriarchal-based inequities in all University activities.*

##### Strategic Actions

- i. Develop and enforce policy guidelines on the use of gender inclusive language throughout the University.

- ii. Review and update all existing University policies, forms and procedures to eliminate sexist language and establish gender equality.
- iii. Develop and operationalise a policy prohibiting public display of visual aids and materials that are demeaning to women and men.
- iv. Develop and enforce a gender-sensitive code of conduct for University staff and students.
- v. Organize special gender awareness orientation programmes for new members of University governing bodies, staff and students.

## **7.7 NETWORKING AND KNOWLEDGE TRANSFER PARTNERSHIPS**

*The University shall promote and support gender equality networks and partnerships in order to develop strong gender equality advocacy and activism within and outside the University.*

### Strategic Actions:

- i. Develop and disseminate guidelines on engendering outreach programmes at the national, regional and international levels.
- ii. Develop and implement programmes that promote grassroots linkages and civil society organisations for greater gender activism.
- iii. Design and disseminate technologies for outreach programmes that are gender responsive.
- iv. Encourage and support the participation of university staff and students in national, regional and international conferences and other fora that enhance knowledge and sharing on gender issues.

## **7.8 RESEARCH AND INNOVATIONS**

*The University shall adopt a gender-responsive research environment that improves our understanding of national development issues and impacts positively on the lives of women and men.*

### Strategic Actions

- i. Design and carry out a gender-focussed research skills training programme for staff members.
- ii. Develop guidelines to ensure that all research processes and innovations, irrespective of discipline, integrate gender analysis.
- iii. Design and implement an affirmative action programme to encourage participation of female members of staff, with specific budget allocations to support their multiple roles in society.
- iv. Develop and regularly update a databank that is relevant to enhancing equal opportunity for both genders and link it to the University's management tools.
- v. Expand dissemination outlets of international standards for gender-focused research and publications.
- vi. Design programmes to enhance women's and men's information and communication technologies (ICT) skills for research.

## **7.9 RESOURCE MOBILIZATION AND GENDER BUDGETING**

*The University shall actively promote resource mobilization and gender budgeting processes as a way of ensuring adequate and sustainable budget allocations for effective institutionalisation of gender mainstreaming as a cross-cutting issue within the core activities of the University.*

### Strategic actions:

- i. Develop and implement a resource mobilization strategy for financing the Gender Equality Policy objectives.
- ii. Design guidelines and implement a gender budgeting training programme for all key staff involved in University planning and budgeting processes.
- iii. Earmark budgetary resources, on the basis of a well-clarified percentage, for funding gender mainstreaming processes in all the core functions of the University.
- iv. Establish a mechanism for financial accountability for resources allocated for gender mainstreaming.

## **7.10 STAFF AND STUDENT WELFARE**

*The University shall plan and provide for the welfare of all its staff and students in order to achieve optimal productivity.*

### Strategic actions:

- i. Engender human resource policies
- ii. Formulate and implement a gender-sensitive policy on disability including accessibility to the University buildings and facilities.
- iii. Construct both a functioning Staff Club and a Student Union Building with adequate facilities and catering for all.
- iv. Formulate and implement a policy on pregnant and parenting students and sensitise all relevant University Makerere staff on sexual and reproductive rights of students.
- v. Invest in childcare facilities on University campuses for the benefit of parenting staff and students.
- vi. Accredite and set standards for private hostels that accommodate Makerere University students.
- vii. Improve and strengthen the delivery of gender-responsive health services in the University hospital.
- viii. Establish a gender-sensitive medical insurance scheme for staff members.
- ix. Enforce timely payments of terminal and contractual benefits for staff members.

## **7.11 CREATION OF THE GENDER MAINSTREAMING DIRECTORATE**

*Makerere University shall elevate the Gender Mainstreaming Division into a Directorate called Gender Mainstreaming Directorate reporting to the Vice-Chancellor so as to enhance its capacity to facilitate and monitor the implementation of the GEP*

Strategic actions:

- i) Seek approval of the repositioning of the Division to Directorate by Senate, Quality Assurance, Establishment Committee and Council.
- ii) If approved, establish the Gender Mainstreaming Directorate by lobbying for more space and staffing.
- iii) Implement the GMD Resource Mobilisation Strategy to enable the Directorate to access more resources and invest in a viable income generating enterprise.
- iv) The Gender Mainstreaming Directorate will organise six regular meetings for this Gender Mainstreaming Committee (GMC) every year to assess progress, monitor and evaluate the Gender Mainstreaming Directorate/Programme, consider implementation strategies and develop sustainability strategies.

## **8.0 MONITORING, EVALUATION AND ACCOUNTABILITY FOR GENDER EQUALITY**

### **8.1 RESPONSIBILITY FOR IMPLEMENTATION OF THE GENDER EQUALITY POLICY**

All individuals in the University, and all those associated with the University have a responsibility to adhere to the Policy and apply it in their day-to-day activities and in all dealings with, or on behalf of the institution. The overall responsibilities in relation to this Policy are as follows:

#### ***The University Council***

The University Council, as the employer, supreme governing body and the ultimate financial accounting authority of the University, is responsible for ensuring that the institution fulfils its legal and fiscal responsibilities for promoting gender equality and eliminating discrimination. In order to fulfill this responsibility, Council will receive an annual progress report on the monitoring and implementation of the Policy to enable its members to ensure that the Policy is being operationalized. Council will further monitor progress on the implementation of the Policy. Council discharges this responsibility through the management structures of the University.

#### ***The Vice Chancellor***

The Vice Chancellor, who gives a consistent and high profile lead on gender equality issues, is responsible for ensuring that the Policy is effectively implemented and that staff are aware of their responsibilities, accountabilities, and training needs; ensuring that appropriate action is taken against staff or students who breach or violate the Policy. The Vice Chancellor will also oversee the engendering of public relations as well as the printing and design-related functions. The Vice Chancellor relies on the Deputy Vice Chancellors and other members of the Top Management team to take forward the gender equality agenda ensuring that it is given priority and is fully operationalised.

#### ***Deputy Vice-Chancellors and other members of Top Management***

The Deputy Vice Chancellors and top managers take responsibility for activities of strategic importance to the University, for example: The research agenda, health and safety, teaching and learning, human resources, support and information services,

planning and budgeting, estates strategy, etc. In each of their respective portfolios, the University Officers and Managers shall be duty-bound to incorporate gender equality priorities and implementation strategies.

***Principals, Deans/Directors, Heads of Departments/Divisions and Sections***

The above-mentioned stakeholders are responsible for the implementation of the Gender Equality Policy within their areas responsibility. This involves putting the policy and its strategies and procedures into practice; making sure all staff are aware of their responsibilities, and receive support and training in carrying these out; and taking action against staff or students who discriminate on grounds of gender.

***Staff and Students***

All staff and students have a role to play in promoting gender equality, and in creating and maintaining an environment where there is zero tolerance to harassment and discrimination.

***Partners, Contractors and Service Providers***

All partners, associates, contractors, professional, statutory and accredited bodies, and those who provide services to the University are responsible for complying with the Gender Equality Policy.

## **8.2 INSTITUTIONAL AND REGULATORY FRAMEWORKS**

The implementation of the Gender Equality Policy requires a well-coordinated and guided institutional framework to translate goals, objectives and strategies into action programmes at all levels of the University functions. The implementation of the policy will, therefore, be operationalised through the existing University institutional structures or in new structures.

***Enhancing Organizational Capacity to Implement MUGEP***

Makerere University will aim to maximize its own institutional capacity and marshal political will to achieve the objectives of the MUGEP by providing adequate support, guidance and training to staff and students. In addition, organizational structures, working practices and management styles that reflect the principles of gender equality and equal opportunities will be promoted throughout the University.

There shall be a Gender Mainstreaming Directorate of Makerere University reporting to the Vice-Chancellor so as to enhance its capacity to facilitate and monitor the implementation of the GEP. The existing Senate Committee on Gender Mainstreaming shall then be transformed into the University Gender Mainstreaming Committee, which shall be a joint Committee of Council and Senate. In turn, the current Gender Mainstreaming Sentinel Sites shall be integrated into mainstream structures of the University as Unit Gender Mainstreaming Committees.

***University Gender Mainstreaming Committee (GMC)***

The current mandate of the Senate Committee on Gender Mainstreaming will need to be upgraded for this committee to oversee the establishment and operationalisation of the Directorate and also to report to both the University Council and Senate on policy

matters. The proposal therefore is to have a joint Council and Senate Committee on Gender Mainstreaming which shall provide the overall supervision of the Gender Mainstreaming Programme. It is also proposed that this Committee will have different technical working groups or sub-committees that will oversee the implementation of the different aspects of Gender Mainstreaming Programme.

### ***Technical Working Groups / Sub-Committees***

The Gender Mainstreaming Committee will have Technical Working Groups (TWGs) or Sub-committees composed of members drawn from relevant university units to offer expertise and extra support to the Gender Mainstreaming Directorate. Examples are as follows:

- a) Anti-Sexual Harassment Sub-committee
- b) Female Scholarship Initiative (FSI) Sub-committee
- c) Technical Working Group on Engendering the University Curricular
- d) Women and Leadership Sub-committee
- e) Resource Mobilization Sub-committee
- f) GMD Student Peer Trainers Sub-Committee

### ***Unit Gender Mainstreaming Committees***

For purposes of effective implementation of MUGEP, there shall be a Unit Gender Mainstreaming Committee at each University Planning Unit whose mandate will be to coordinate, supervise, monitor and evaluate implementation of the Makerere University Gender Equality Policy at unit level.

## **8.3 COMMITMENT TO PROACTIVE IMPLEMENTATION OF THE MUGEP**

Makerere University is set to proactively eliminate gender discrimination and focus on substantive gender equality rather than formal equality. To realize that commitment, an elaborate monitoring and implementation matrix is appended to this Policy as *Appendix 1*.

The monitoring and implementation matrix outlines the steps the University will take to operationalise the identified policy resolutions. The University shall identify and make available appropriate resources to implement the monitoring and action matrix. The current and subsequent monitoring and implementation matrices shall constitute the University Gender Equality Strategic Action Plans which shall be the major tools for monitoring the implementation of the Gender Equality Policy and achieving its objectives. These tools shall take into account both qualitative and quantitative measures of achieving Gender Equality at Makerere University.

## **8.4 MONITORING AND EVALUATION**

Regular and timely monitoring of progress regarding this policy and associated action plans will be carried out by the Gender Mainstreaming Division and where, appropriate, with the Human Resources Directorate, Directorate of Quality Assurance, Planning and Development Department, and Finance Department and Directorate of Information, Communications and Technology Services, under the oversight of the University Gender Mainstreaming Committee. The Unit Gender Mainstreaming Committees will review their progress on the implementation of gender equality

activities annually and submit them to the University Gender Mainstreaming Committee for consideration and forwarding to Senate and on to Council.

The Gender Mainstreaming Division shall annually produce gender data that supports the implementation and monitoring of the MUGEP. It will also have the responsibility for tasking working groups to produce reviewed and updated versions of this Policy triennially.

This Policy and annual progress reports will be published on the University website. In addition to formal publicity via committee discussions, outcomes and continuing work will be disseminated through publications, Internet and promotional materials.

This policy will become effective on approval by the University Council.

## **9.0 REFERENCES**

Derbyshire, H (2002) ***Gender Manual: A Practical Guide for Development Policy Makers and Practitioners***, DFID Social Development Division.

Gender Mainstreaming Division, (2007) ***Gender Concepts Handbook***, Fountain Publishers, Kampala.

UNDP Gender in Development Programme (2001) ***Gender Analysis***, UNDP New York

Warren, H. (2007) 'Using Gender Analysis Frameworks: Theoretical and Practical Reflections' in ***Gender and Development***, Vol.15 Issue 2, 2007.