

“Building resilience of communities for sustainable development”

GENDER POLICY

January 2024

**TABLE OF CONTENTS**

[1. Introduction 1](#_Toc125578246)

[2. Scope 2](#_Toc125578247)

[3. Commitments 2](#_Toc125578248)

[4. Pisca Uganda’s Mission And Approach 3](#_Toc125578249)

[Overall Objective Of Gender And Pisca Uganda 4](#_Toc125578250)

[Operational Principles 4](#_Toc125578251)

[5. Gender In The Organization 5](#_Toc125578252)

[Gender In The Project Cycle 6](#_Toc125578253)

[6. Definitions 8](#_Toc125578254)

1. **INTRODUCTION**

Tackling all forms of inequity, including gender inequality, is crucial for sustainable and peaceful development. Gender inequality is about unequal power relations leading to unequal opportunities to satisfy basic needs and develop oneself to one's full potential and to a decent living. For PISCA Uganda working on gender means working with women, men, girls, and boys from all different background and from an intersectional approach. This means we treat people equally no matter what their gender, age, class, ethnic background, sexual preference (LGBTI) and physical ability (disabled people).

The adoption of the SDGs confirmed gender equality as a universally recognized core development objective. Women have a critical role to play in all of the SDGs, with many targets specifically recognizing women’s equality and empowerment as both the objective and as part of the solution. Goal 5 is known as the stand-alone gender goal because it is dedicated to achieving these ends. It also underlines the importance to integrate gender in all other SDGs such as 3 (Good health and well-being) and 16 (Peace, Justice and Strong Institutions).

If the causes of unequal access of women to services and assets and their lack of voice are not addressed, and if we do not understand and work on the underlying factors that cause inequality, PISCA Uganda’s goals cannot be fully achieved. Gender equality means that the opportunities and life chances of men and women, boys and girls, are equal. The emphasis on gender equality and women’s empowerment reflects a concern that women and men have equal opportunities to make choices about what gender equality means and work in partnership to achieve it. Because of current disparities, equal treatment of women and men is insufficient as a strategy for gender equality. Equal treatment in the context of inequalities can mean the perpetuation of disparities. Commitment to achieving gender equality will require changes in institutional mindsets, practices and social relations through which disparities are reinforced and sustained. It also requires a strong voice for women in shaping their societies. However, mainstreaming gender alone is not sufficient. To really work on gender equality stand-alone programs and projects are necessary.

PISCA Uganda promotes gender equality and commits to international agreements on gender equality (such as the UNSC WPS resolutions 1325, 1820, 1888, 1889, 1960, 2106, 2122 & 2242 and the CEDAW conventions). By addressing the inequality, more balanced power distribution between men and women will be reached and the rights of women and girls, as well as men and boys, enhanced. A sound gender policy capable of transforming the power relations and equaling the power balance at the level of households, communities, services, and society at large is key to the achievement of our goals and for our mission to work on fragility, to reduce fragility and the vulnerability of people where it is most needed and most difficult: in fragile and conflict-affected societies of both women and men. This policy document describes PISCA Uganda’s commitment to gender equality: our mission and approach as well as the organizational policy.

# **2. SCOPE**

This is a PISCA Uganda-wide policy that applies to all PISCA Uganda operations. It applies to the programs we develop and implement in all parts of Uganda, to our communication, and to the environment we create to effectively reach our goals. This environment includes our organizational structure and culture and the partnerships we engage in.

To monitor progress and to keep all units at National Office and all operation offices actively involved, and each unit at National office will have a gender focal point. Yearly the gender policy will be reviewed by all gender focal points to update and adjust via the Gender Community of Practice.

# **3. COMMITMENTS**

PISCA Uganda

• Contributes to the SDG’s and especially to SDG 5 on gender equality and achieve empowerment of all women and girls.

• Incorporates gender and power analysis in the preparation and in the design of her programs and projects.

• Engages in partnerships with organizations that strengthen the gender perspective and stimulate partners to work in partnerships with gender transformative organisations.

• Includes gender in the entire project cycle and includes indicators (gender sensitive) for all stages: programming, implementing, monitoring and evaluating.

• Accounts for the contribution the organization makes to gender equality and will make the results (gender disaggregated data) available (Open Data Policy).

• Networks and Lobbies at national, regional and District level for regulations, rules, and implementation that lead to greater gender equality.

• Addresses gender in human resources policies and practices, communication & public relation mechanisms and tools, program materials and all forms of documents and documentaries both at the National office and at the District Offices.

• Trains and sensitizes staff to be gender sensitive and promotes the commitment of the organization in this regard.

• Will share the gender policy actively with partner organisations during as part of the contracting and ask partners to share gender policies with PISCA Uganda.

• Will regularly report to programme participants, donors and the public on progress on gender equality in the work of PISCA Uganda.

• Ensures external marketing, fundraising, advocacy, and communications respect and uphold our commitment to gender quality including being respectful, using inclusive and positive language and images and avoiding stereotypes with particular attention to those based on gender.

• Senior management and human resource will ensure that all PISCA Uganda employees understand and comply with.

# **4. PISCA UGANDA’S MISSION AND APPROACH**

We do not accept a world of inequality, exclusion, and unsustainability. We are driven by the conviction that we, the human family, can build a better one. We believe that all humans are a single family and that the earth with all its resources is our common home.

We envisage a world where the basics of a life in dignity are available to all. Where the poorest and the excluded can influence the decisions that affect them. Where each person is free to show and can live in peace.

In view of the current global trends towards socio-economic interdependencies and globalization, we increasingly recognize that fragility undermines regional stability and impacts negatively on global peace and sustainable and inclusive development. Therefore, PISCA Uganda will further focus its activities on working in and on fragility. Inspired by values of inclusiveness and diversity, moral and ethical integrity fairness and equity, as well as the motivation to counteract inequality and exclusion, PISCA Uganda’s mission is to reduce vulnerability of people in poor and underdeveloped regions.

*We pursue this mission by:*

▪ promoting equality and (social) inclusion;

▪ increasing resilience (of people and systems);

▪ strengthening the social contract between governments and their societies. And by implementing a tailored set of interconnected approaches:

▪ strengthening the capacities of organisations;

▪ building partnerships;

▪ lobby and advocacy;

▪ system strengthening;

▪ provision of credit and equity;

▪ Emergency response when and where required.

Evidence from around the world confirms that women are drivers of change. Investing in girls and women using culturally sensitive strategies and approaches, not only enable them to reach their full potential, it creates a ripple effect that yields multiple benefits for families, communities, and countries. Over the past two decades, there has been increased recognition that, to understand the nature of conflict and design effective peacebuilding responses, it is necessary to understand, analyses and address the gender dimensions, and to engage males and females equally in processes. A lot has been done to reduce the gender gap and improve the opportunities for women and girls over the past decades. Yet significant gender gaps remain across sectors in all countries around the world. PISCA Uganda concentrates on underprivileged segments of the population where poverty is linked to a lack of stability and governance. The organizations’ mission is to contribute to the structural social change and transformation that is needed to build communities. To achieve this, PISCA Uganda focuses a major part of its efforts on women and girls. Their health and wellbeing, opportunities and rights suffer disproportionally from the insecurity and violence that define daily life in their communities. Violence against women and girls affects their economic and political opportunities, their mobility, their personal health and their ability to get an education. The flipside of the coin is that gender

inequality is also a fundamental cause of fragility as it intersects with other power imbalances in the economic, political and religious domains of social life. Fragile and conflict-affected environments also offer opportunities and entry points to transform gender roles and relations.

Therefore, PISCA Uganda strives for Gender transformative approaches: programs and interventions that create opportunities for individuals to actively challenge negative gender norms, promote equal positions of social and political influence for women and men in communities, and address power inequities between persons of different genders.

We are convinced of the need to engender each implementing activity and look at each project stage through a gender “lens” and SDG 5 (Gender Equality and the achievement of empowerment of all women and girls) is crosscutting for all of PISCA Uganda’s programs.

## **Overall Objective of gender and PISCA Uganda**

Ensure that women and girls access and participate in peace processes, access appropriate sexual and reproductive health, women are free and capable and enabled to exercise economic rights and equality between women, girls,’ men and boys is enhanced through

• a gender perspective in all programs

• specific programs contributing to women’s empowerment and gender equality

• an enabling environment for women empowerment and gender equality.

## **Operational principles**

1. Through all stages of the program and project design attention will be paid to the different needs, interests, rights, and opportunities of women, men, boys, girls:

• Gender and power analysis: the differences between the roles that women and men play in communities and in society, the different levels of power they hold, their differing needs, constraints and opportunities and the impact of these differences on their lives are examined.

• The program strategy reflects the result of the analysis and ensures that the root causes of the inequalities between women and men, boys and girls are addressed in the program design and implementation.

• The results framework will include gender disaggregated indicators to monitor against and measure the results achieved in women empowerment and gender equality. Monitoring and evaluation is an essential component of the project cycle and gender-sensitive monitoring and evaluation is important to know if projects have created gender disparities or inequalities and to learn from our experience and get to know our best practices.

* A gender marker will be developed to assess project proposals/implementation (annex).

2. Collect gender and age-disaggregated data throughout all our programs. Without specific data on how women are included in or reached by the interventions, you cannot evaluate whether the program or project is benefitting women or on the contrary, harming them. Good data on women and girls will allow us to:

• understand the size and nature of disadvantages experienced by women and girls, both in absolute terms and in comparison with men and boys

• identify and analyze the underlying causes of gender inequality

• measure the consequences of gender inequality and

• design effective policy. Data collection concerns the preparation phase (analysis) as well as the implementation phase where gender and age-segregated output and outcome data is collected.

3. The gender dimension will be integrated into thematic programs. This means that each program unit will ensure gender mainstreaming and aim for a gender transformative approach in their work and if possible facilitate gender standalone programming. To support this, gender focal points will be appointed. In the year planning, program units will be challenged to address these issues from a gender transformative approach and show specific commitments. To start this process, all gender focal points will be invited to a PISCA Uganda wide Gender training

# **5. GENDER IN THE ORGANIZATION**

Gender equality and women empowerment can only be achieved if we create an enabling environment where the staff is prepared to work in a gender-sensitive and even transformative way, the offices are equipped to allow women and men to develop equally, where discrimination on whatever base is not tolerated and where the support to achieving the goals is well organized. This comes down to having:

1. a human resources policy that is supportive for gender equality

2. The right structure and mechanisms in place to define targets, to monitor performance and to account for our results.

**Indicator: the proportion of women in management positions**

1. The human resources policy

The human resources policy aspires to achieve gender parity in all ranks and functions of the organization. The HR resource policy can support this gender balance at the Country Office as well as in the program Offices.

a. The recruitment of staff (selection); The target in the (higher) management positions is a 50/50 division.

b. A conducive environment for women and men by ensuring the provisions that make women feel safe at the workplace and in their environment (safe room, separate toilets, nursing room) parental leave, sanctions on sexual harassment. And a clear policy that denounces (sexual) and gender-based violence. The gender policy will be shared and discussed during the onboarding trajectory.

c. Easily accessible complaint mechanism

d. Confidential advisor in every office, both male and female, this cannot be someone in higher management

## **Gender in the project cycle**

PISCA Uganda works through the project working approach. Of course, gender should be a central part of all the parts in the project cycle, but there are a few moments in the project cycle gender needs to be a crucial element. Underneath an overview of the specific steps in the project cycle. Besides these steps, no proposal should be sent out without a proper gender and conflict analysis, for which a template will be developed. In most project cycles, the expert involved in the writing of the proposal will also be appointed as the gender focal point.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Qualify | Develop | Contracting | Preparation | Execution | Completion |
|  | 1. 5 Develop opportunity with pre-bid team > identify gender focal point & do gender & conflict analysis | opportunity with pre-bid team > identify gender focal point & do gender & conflict analysis  1b.1 Share donor/lead contract > check on gender policy and specific gender requirements | opportunity with pre-bid team > identify gender focal point & do gender & conflict analysis  1b.1 Share donor/lead contract > check on gender policy and specific gender requirements  2.2 Determine project team members > identify gender focal point both at GO & at CO level | opportunity with pre-bid team > identify gender focal point & do gender & conflict analysis  1b.1 Share donor/lead contract > check on gender policy and specific gender requirements  2.2 Determine project team members > identify gender focal point both at GO & at CO level  2.26 > Monitor results / output & outcomes > Check for specific outputs and outcomes on gender, ensure gender and age segregated data are used | opportunity with pre-bid team > identify gender focal point & do gender & conflict analysis  1b.1 Share donor/lead contract > check on gender policy and specific gender requirements  2.2 Determine project team members > identify gender focal point both at GO & at CO level  2.26 > Monitor results / output & outcomes > Check for specific outputs and outcomes on gender, ensure gender and age segregated data are used  3.8 Advise final report > involve gender focal point |
|  | 1.7 Approval to develop proposal? > SOC pays attention to gender focal point being present in the proposed bid team |  | 2.11 Agree with implementing partner about its proposal and budget > discuss gender mainstreaming, gender budgeting and gender policy | 2b.4 Assess (narrative) report > Check on specific gender outcomes, outputs, ask gender focal point for support if needed. | 3.12 Plan & Hold ‘lessons learned’ session with project team > pay specific attention to gender elements and gender mainstreaming |
|  | 1.13 & 1.18 Consortium partners involved > First gender policy check with the partner |  | 2.a.8 Share signed an agreement with partner > Include gender policy for a partner to implement or ask a partner to share their gender policy |  |  |
|  | 1.19 > Develop proposal with bid team > involve gender focal point and see if gender mainstreaming is present, and if possible gender standalone programming |  |  |  |  |
|  | 1a.1 Discuss roles, responsibilities, and budget with co-applicant > identify partners gender focal point |  |  |  |  |
|  | 1a.2 Add project specific content to standard prebid/partnership agreement and share with co-applicants > Share PISCA Uganda gender policy |  |  |  |  |

**6. DEFINITIONS**

For the purposes of this policy, unless otherwise stated, the following definitions shall apply

1. Gender: The social and cultural attributes, expectations and norms associated with being male or female.
2. Gender Equality Refers to the equal rights, responsibilities, and opportunities of women and men and girls and boys.
3. Equality does not mean that women and men will become the same but that women and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs, and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women’s issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for - and indicator of - sustainable people-centered development.
4. Women empowerment: The concept of empowerment is related to gender equality but distinct from it. The core of empowerment lies in the ability of a woman to control her own destiny. This implies that to be empowered women must not only get equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), they must also have the agency to use those rights, capabilities, resources and opportunities to make strategic choices and decisions (such as are provided through leadership opportunities and participation in political institutions). And to exercise agency, women must live without fear of coercion and violence6. Women empowerment has five components: Women’s sense of self-worth; their right to have and to determine choices; their rights to have access to opportunities and resources; their right to have the power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally
5. . Gender Perspective: The gender perspective shows that the different conditions and rights of women and men can be explained through interpretations of what is meant by male and female. It reveals how power is structured and helps us understand the reasons why women lack influence and why men are given certain privileges. It also opens doors to the analysis of other power structures: class, age, sexuality, spiritual beliefs, wealth, residence (urban or rural), the color of skin and disability are some of the many categories affecting the status of individuals in society and their right to a decent life.
6. Gender mainstreaming: A process that systematically integrates gender perspectives into legislation, public policies, programs, and projects. This process enables making women’s and men’s concerns and experiences to be made an integral dimension of the design, implementation, monitoring, and evaluation of policies and programs in all political, economic and societal spheres with the goal of achieving gender equality (UN 2002).
7. (Sexual) and Gender-Based Violence Sexual and Gender-based violence ((S)GBV) is violence targeted at individuals or groups on the basis of their gender. While research suggests that a significant proportion of women worldwide will at some point in their lives experience (S)GBV, the extent to which men and boys are affected
8. Women’s rights: The ‘human rights’ of women and of the girl child are an inalienable, integral and indivisible part of universal human rights. The full and equal participation of women in political, civil, economic, social and cultural life, at the national, regional and international levels, and the eradication of all forms of discrimination on grounds of sex are priority objectives of the international community. As ‘discrimination against women’ shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality fundamental freedoms in the political, economic, social, cultural, civil or any other field. reflects and reinforces underlying gender-based inequalities.
9. Masculinities: In all cultures, people have strongly held beliefs about the kinds of behaviours, attributes, and values which are most appropriate for men and those which are most appropriate for women, and these are learned from a young age. These socially constructed gender norms play a key role in shaping the lives of women, men, boys, and girls. The term ‘masculinity’ simply refers to anything which is associated with men and boys in any given culture, just as ‘femininity’ refers to that which is culturally associated with women and girls. Ideas about what is masculine and what is feminine vary over time, as well as within and between cultures. Therefore, there are many different possible versions of masculinity – masculinities – and they are changing all the time.
10. Gender Responsive Budgeting: Gender-responsive budgeting or GRB is a method of determining the extent to which government expenditure has detracted from or come nearer to the goal of gender equality. A gender-responsive budget is not a separate budget for women, but rather a tool that analyzes budget allocations, public spending and taxation from a gender perspective and can be subsequently used to advocate for reallocation of budget line items to better respond to women’s priorities as well as men’s, making them, as the name suggests, gender-responsive.
11. LGBTI: Lesbian, Gay, Bisexual, Transgender, and Intersexual
12. Gender standalone programming: standalone programming Programs that have a specific focus on improving gender equality. Often focused on for example women empowerment

**Gender neutral, Gender sensitive, and Gender transformative**

The primary objective behind gender mainstreaming is to design and implement development

projects, programs, and policies that:

1. Do not reinforce existing gender inequalities (Gender Neutral)

2. Attempt to redress existing gender inequalities (Gender Sensitive)

3. Attempt to re-define women and men’s gender roles and relations (Gender Positive /

Transformative)

The degree of integration of a gender perspective in any given project can be seen as a continuum (adapted from Eckman, 2002):

**Gender Negative**: Gender inequalities are reinforced to achieve desired development outcomes. Uses gender norms, roles, and stereotypes that reinforce gender inequalities

**Gender Neutral**: Gender is not considered relevant to development outcome Gender norms, roles, and relations are not affected (worsened or improved)

**Gender Sensitive**: Gender is a means to reach set development goals Addressing gender norms, roles and access to resources in so far as needed to reach project goals

**Gender Positive**: Gender is achieving positive development outcomes changing gender norms, roles and access to resources a key component of project outcomes

**Gender Transformative**: Gender is central to equality and achieving positive development outcomes Transforming unequal gender relations to promote shared power, control of resources, decision making, and support for women’s empowerment

**Commitment by Employer and Employee**

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_

Executive Director / program Head/HR

Signature of Employee: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of employee: