



**BUSITEMA
UNIVERSITY**

Pursuing Excellence

GENDER

MAINSTREAMING POLICY

JUNE, 2018

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LIST OF ACRONYMS

AfDB-HEST	African Development Bank Higher Education Science and Technology
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
NDP	Uganda National Development Plan
SDGs	Sustainable Development Goals
UDHR	Universal Declaration of Human Rights

DEFINITIONS

In this Policy, terms used shall be interpreted as indicated below:

1. **Affirmative Action** Refers to a positive action to re-dress the impact of discrimination. Its purpose is to break down barriers to ensure levelled ground for vulnerable groups to access opportunities in society.
2. **Gender** Refers to socially constructed characteristics of women and men such as; norms, roles and relationships of and between groups of women and men.
3. **Gender Analysis** Means the systematic gathering and examination of information on gender differences and social relations in order to identify, understand and re-dress inequity based on gender.
4. **Gender Audit** Is a management and planning tool used to evaluate gender-responsiveness of an organization's culture and how well that organization or company is integrating a gender perspective into its work. Audit recommendations aim to assist the organization to become more gender responsive.
5. **Gender discrimination** Refers to unequal preferential treatment of individuals or groups on the basis of gender that results in reduced access to or control of resources and opportunities.
6. **Gender Equality** Means the absence of discrimination on the basis of a person's sex in allocation of resources, benefits, opportunities or services. It is when women and men have equal conditions for realizing their full human rights and for contributing to and benefiting from; economic, social, cultural and political development.
7. **Gender Equity** Refers to the practice of fairness and justice in the distribution of resources, benefits, access to and control of resources, responsibilities, power opportunities and services to women, girls, men and boys. It is essentially the elimination of all forms of discrimination based on gender.

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8. **Gender Training** Means a facilitated process of developing awareness and capacity on gender issues to bring about personal or organizational change for gender equality.
9. **Gender Mainstreaming** Is a process of making women's as well as men's concerns and experiences an integral dimension in 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.
10. **Gender responsiveness** Refers to initiatives taken to correct gender imbalance.
11. **Gender responsive pedagogy** Refers to teaching and learning methodologies and classroom practices that take gender into consideration.
12. **Gender sensitization** Refers to a process of developing peoples' awareness, knowledge and skills on gender issues.
13. **Gender stereotyping** Is the process of assigning roles, tasks and responsibilities to a particular sex on the basis of pre-conceived prejudice.
14. **Gender transformative policy** Is one that takes into account the needs of men and women, as well as boys and girls. The policy also seeks to transform the existing gender relations to be more equitable through the re-distribution of resources and responsibilities.
15. **Sex disaggregated data** Refers to quantitative statistical information on differences and inequalities between women and men.
16. **Sex** Refers to the biological difference between men and women.

PREAMBLE

Busitema University was established as a public University under the Universities and other Tertiary Institutions Act, 2001 (Establishment of Busitema University Instrument 2007 No. 22 made on 25th of May, 2007, having been enacted by Parliament on the 10th of May, 2007.

The University was established as a Multi – campus model with its Headquarters located at Busitema along Jinja- Tororo highway. The campuses that form Busitema University are as follows: Busitema campus, Nagongera Campus, Namasagali Campus, Arapai Campus, Mbale Campus, Pallisa Campus and Kaliro Campus (not yet operationalized).

Mandate of the University

The mandate of the University is to provide higher education through teaching, research and outreach.

Vision

The Vision of the University is “A centre of academic and professional excellence in science, technology and innovation”.

Mission

The Mission of the University is “To provide high standard training, engage in quality research and outreach for socio-economic transformation and sustainable development”.

Core values

Busitema University in pursuit of its mission is guided by the following core values:

- | | |
|----------------------|---------------------------|
| i. Excellence | ii. Innovativeness |
| iii. Professionalism | iv. Internationalization |
| v. Team work | vi. Respect for Diversity |

Busitema University

SECTION I

INTRODUCTION

1.1 Background

Gender mainstreaming is a global concern as shown in various international treaties. The Universal Declaration of Human Rights (UDHR, 1948, Article 1 & 2), International Covenant on Economic Social and Cultural Rights (1966), the Convention on the Elimination of all Forms of Discrimination Against Women, (CEDAW) (1975), the Beijing Platform and Declaration of Human rights (1995), the Millennium Development Goal three (3) which emphasized promotion of Gender Equality, and now the post 2015 agenda of the Sustainable Development Goals (SDGs); specifically goal five on Gender Equality. Regionally, gender mainstreaming frameworks are associated with instruments such as the African Union Gender policy of (2009), African Charter on Human and People's Rights (1986: Article 18 (3 &19)).

Over the years, Uganda has made effort to promote gender equality and empower women to participate as equal partners in development. The Constitution of Uganda (1995) is the major national instrument that guides gender mainstreaming. Article; (30), stipulates that; all persons shall have the right to education, (32). The Article provides for affirmative action for marginalized groups, (33) Clause (1, 2, 3, 4 & 5), further calls for protection of the rights of women including; availing them equal dignity and opportunities with men irrespective of their biological nature. The Constitution guarantees equality between women and men before the law. In line with this, a policy of affirmative action was adopted to address gender inequalities and promote women empowerment in political, social and economic spheres. The National Gender Policy and National Action Plan on women were also formulated to support the implementation of the Constitutional and Policy provisions.

The National Gender Policy (under institutional guide) directs higher education institutions to; support staff capacity building in gender analysis, planning and budgeting, monitoring and evaluation of programmes to ensure gender equality. Institutions are called upon to commit adequate resources for implementing gender activities. The policy also calls for the dissemination of gender disaggregate data to stakeholders.

The Uganda National Development Plan NDP II 2016/2017-2019/2020, documents that the attainment of gender equality and women empowerment is a pre-requisite for accelerated socio-economic transformation. More than half of Uganda's population is women and yet they continue to be left behind in the development process, thus slowing down the country's economic development. Gender disparities in access and control over productive resources such as land, limited share of women in wage employment in non-agricultural sectors, sexual and gender-based violence, limited participation in household community and national decision making. Discrimination according to gender, gender inequality and inequity are still persistent in majority of cultures, formal and informal employment sectors.

This therefore calls for formulation of gender responsive policies and strategies, institutionalization of gender planning in all sectors and increased availability of gender disaggregated data and information from research as well as affirmative actions that allow women to equally participate in the development process.

The Busitema University Gender Mainstreaming Policy seeks to enhance gender equity and equality by putting in place an institutional framework within which actions on gender issues and concerns can be addressed at all levels. The policy is not only in line with the national and international initiatives to which Uganda is a signatory, but it is also supported by the University Strategic Plan 2014/15-2018/19 Goal 4.0 which seeks to establish the University

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as an institution of choice that attracts and ensures a gender responsive staff.

1.2 RATIONALE FOR THE GENDER MAINSTREAMING POLICY

Gender in higher education, especially in science and technology-based University is a concern that calls for a legitimate point of reference for addressing gender inequalities at all levels; so as to promote quality education for sustainable development. This is important given the significance of science and technology in socio-economic development of societies and the gender stereotyping of science subjects as being masculine. A policy framework is therefore significant in providing guidelines on mainstreaming gender in University initiatives and activities.

The rationale to develop a Gender Mainstreaming Policy was based on concerns of gender equity and equality observed in situational analyses conducted in University in 2011, 2016. The surveys revealed a low female representation in the various levels of decision making. For instance, out of the 21 (twenty-one) membership in the University Council, female representation is only 26%. The low female representation cascades down to Committees of Council such as; Appointments Committee (22 % female and male 88%) Quality Assurance, ICT and Gender Committees (18% female and 82 % male). A similar scenario is evident in the University Management where female representation is 23% and male is 77% male; inspite of the Chairperson being female.

The need for a gender mainstreaming policy was also revealed in relation to student admission, retention and completion of studies. Although, the University had 30% affirmative action and an approved 50:50 affirmative action for male and female students, the male to female ratio was still as high as 3:1.

The surveys further revealed that although Busitema University supported male and female recruitment, female staff populations were as low as (30%) in comparison to the male which was at (70%). This effect further cascaded into the variation of female and male staff being promoted or applying for further studies.

The surveys also showed the lack of gender sensitivity in gender-based research and community outreach. This deserved consideration in the gender mainstreaming Policy.

The Busitema University Gender Mainstreaming Policy has therefore been designed to guide all levels of planning, resource allocation and implementation of education programmes in the University with a gender perspective. The spirit behind the development of a gender mainstreaming policy reflects the University's commitment to institutionalize the practice of gender mainstreaming especially in promoting equality, equity and inclusiveness in the functions of the University.

1.3 SCOPE OF THE GENDER MAINSTREAMING POLICY

Provisions of this policy will apply to all activities and programmes in education, training, research and outreach at all levels. It will also apply to students, staff and affiliates of Busitema University.

1.4 GUIDING PRINCIPLES

- | | |
|--------------------|---------------------------|
| i. Gender equality | ii. Gender equity |
| iii. Integrity | iv. Respect for Diversity |
| v. Inclusiveness | |

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SECTION II

POLICY PROVISIONS

2.1 Overall Policy Objective

To provide an institutional framework for identification, implementation and coordination of interventions designed to achieve gender equality and equity.

2.2 Overall Policy Statement:

The policy shall guide all stakeholders in gender awareness, knowledge creation, planning, resource allocation, implementation, monitoring and evaluation of all university programmes from a gender perspective.

2.3 Policy Objectives

- i. Promote and strengthen gender equality and equity in institutional Governance and Management
- ii. Engender Academic Programmes
- iii. Promote Gender balance in student enrolment, retention and completion
- iv. Regulate student assessment
- v. Support and strengthen gender responsive research
- vi. Support and strengthen gender responsive community outreach
- vii. Reduce based-violence and aggravation
- viii. Promote gender sensitivity in staff recruitment, promotion and retention of staff to provide gender and special needs responsive services for students and staff
- ix. Working and learning Environment.
- x. Gender responsive planning and budgeting
- xi. Mainstreaming Gender Policies and Plans

2.4 Governance and Management

2.4.1 Institutional Governance and Management

Good governance in higher education is portrayed by indicators such as; inclusivity, democracy, accountability, gender equity and equality through fair representation of both male and female. There is therefore need to develop, recommend and institute structures that promote equal presentation and participation of men and women in leadership and decision making.

Policy statement: The University shall give equal opportunities to both men and women to lead and govern the institution as a means of enhancing gender equality, equity and empowerment.

Implementation strategies:

The University shall;

- i. Promote affirmative action in appointment and participation in leadership positions at institutional, faculty and departmental levels.
- ii. Institutionalize gender responsive affirmative action during recruitment, promotion, appointment of staff and election of student leaders.
- iii. Design and institutionalize formal gender responsive training, mentoring, leadership in administrative skills for staff and students.
- iv. Ensure at least 30% representation of the female gender at every decision making forum.

2.5 TEACHING AND LEARNING

2.5.1 Engender Academic Programmes

Gender is a cross cutting issue that calls for inclusion in all academic programmes taught in the University.

Policy Statement: The University will design and implement at least one gender-related course to the taught programmes at both

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graduate and postgraduate levels.

Implementation Strategies

The University shall;

- i. Promote gender responsive pedagogy in teaching, research, innovation and community outreach.
- ii. Create a framework for engendering the University curricular.
- iii. Build capacity of staff in gender concepts and analytical skills to enable them engender teaching, learning and build a gender responsive environment.

2.5.2 Gender balance in student enrolment, retention and completion

The University has put in place various initiatives to enhance gender balance in student enrollment, retention and completion. These include the implementation the 50:50 affirmative action and providing study scholarships for both male and female students across all programmes. The University will therefore continue to support such programmes aimed at improving gender balance so as to reduce the high 4:1 male to female student ratio.

Policy statement: The University shall support and implement initiatives that enhance gender balance in student enrollment, retention and completion of academic programmes.

Implementation Strategies:

The University will;

- i. continue to support and implement affirmative actions intended to address gender gaps.
- ii. Provide students with career guidance, mentorship and counselling services so as to enhance their performance, retention and successful completion.
- iii. Conduct periodic surveys so as to provide statistics and remedies related to student admission, retention and completion rates.

- iv. Lobby for scholarships, bursaries or work-study opportunities so as to support financially disadvantaged students complete their education.
- v. Have special consideration for male and female students who are differently abled during admission. (This however will vary from case to case).
- vi. Give a monthly subsistence allowance to male and female students with special needs.

2.5.3 Regulate Student Assessment

The University is committed to ensuring fairness in student assessment by their lecturers; by putting in place measures that prevent abuse or unfair assessment of students based on gender.

The University will:

- i. Give student a hearing in case of any unjustified fairness in assessment and allocation of marks.
- ii. Establishment of a faculty disciplinary committee to handle students' and lecturers' complaints.
- iii. Penalise or dismiss any student found guilty of an examination malpractice offence regardless of her gender.
- iv. Protect students against victimisation if they report sexual offences or decline advances from a lecturer in relation to student assessment.
- v. Protect the lecturers from intimidation by students in relation to allocation of examination marks.

2.6 GENDER AND RESEARCH

2.6.1 Support and strengthen gender responsive research

Worldwide, higher education institutions are mandated to generate knowledge through teaching and learning and then apply the acquired knowledge through relevant research that benefits the community.

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Policy Statement: The University is therefore expected to promote and support staff and students in developing gender- responsive research projects.

Implementation strategies:

The University will;

- i. Develop guidelines to support, encourage and fund gender sensitive and gender specific research.
- ii. Promote capacity building of staff and students to undertake gender-focused projects, research and innovations.
- iii. Design and implement an affirmative action that will encourage female staff and students to engage in research.
- iv. Develop, review and disseminate gender responsive research agendas.
- v. Ensure that male and female staff and students have equal opportunities to access research funds with specific consideration of the under-represented gender.
- vi. Support, gender responsive research for persons with special needs.

2.7 GENDER AND COMMUNITY OUTREACH

2.7.1 Support Gender Responsive Community Outreach

As one of its mandates, the University is involved community outreach at both the local and the international levels.

Implementation Strategies

The University therefore shall;

- i. Offer professional services and guidance to community members of both genders.
- ii. Market the University as a gender-sensitive institution
- iii. Allocate funds to support gender-oriented outreach initiatives in the community.
- iv. The University support outreaches that support gender and physically challenged persons in the community.
- v. Engage the Gender Unit in Community Outreach and Extension.

2.8 TEACHING AND NON-TEACHING STAFF

2.8.1 Promote gender sensitivity in staff recruitment, promotion and retention

Busitema University respects diversity hence recruits, trains and promotes qualified teaching and non-teaching staff regardless of their gender or socio-cultural background. Given that there is a tendency to associate specific academic disciplines with either men or women, the University will put in place specific measures to ensure gender balance during staff recruitment, training, promotion and retention.

Implementation strategies:

The University shall;

- i. Use a competitive recruitment process at all levels in combination with an affirmative action to ensure gender balance.
- ii. Endeavor to ensure gender balance in staff recruitment, training and promotion.
- iii. Promote gender sensitive tailor-made career development programmes for staff.
- iv. Provide equal opportunities for both gender (teaching and non-teaching staff) during staff development.
- v. Support female staff with incentives, scholarships and study leave to enable them advance in their careers.
- vi. Ensure that a qualified employee of either gender shall be subject to the same terms and conditions of employment and the same compensation, privileges, benefits, fringe benefits, incentives or allowances.

2.9 STAFF AND STUDENT WELFARE

2.9.1 Working and Learning Environment

The existence of adequate quality facilities in an institution are significant in ensuring student and staff recruitment, admission and retention. Given the diverse needs of men and women and more so persons with special needs, there is need to be gender and special

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needs sensitive when setting up institutional facilities. Such include; academic facilities (lecture, conference halls), non-academic facilities (accommodation, health and sports and recreation).

Policy Statement: To provide a gender responsive working and learning environment.

Implementation Strategies:

- i. The University shall provide and ensure gender responsive accommodation facilities for staff and students.
- ii. Students and staff with special needs will always be given first priority when allocating accommodation facilities.
- iii. The University shall provide recreational facilities for both students and staff putting into consideration persons with special needs.
- iv. The University will provide gender and differently-abled sensitive, well maintained sanitation facilities for both staff and students.
- v. The University will provide gender responsive medical and counselling services.
- vi. Guided by the Human Resource Policy, the University will allocate maternity and paternity paid leave for new parents, recognizing the importance of both men and women in parenting.
- vii. The University will exempt from duty or study staff and students who are faced with pregnancy related complications (this will vary case by case).
- viii. The University will support gender empowerment initiatives for staff and students.

2.10 GENDER-BASED VIOLENCE

2.10.1 Gender-Based aggravation and violence

Physical and psychological gender-based harassment and violence by either students, staff or members of the community are prohibited
Policy statement: The University will endeavor to ensure a gender

friendly, violence-free environment to protect student and staff from bodily harm and moral degradation.

Implementation Strategies:

The University will;

- i. Develop and enforce rules aimed at protecting staff and students from sexual harassment in relation to staff-student relationships, students and staff dress code, gender-stereotyping and gender-sensitive language.
- ii. Strengthen security at strategic points and provide adequate security/street lighting.
- iii. Enforce strict rules in relation to students' visiting hours in male/female halls of residence.
- iv. Engage law enforcement authorities in handling rape and related sexual offences, which upon proof will lead to automatic dismissal or expulsion.
- v. The University shall design policies and regulations on sexual harassment.
- vi. The University shall avail toll free hotlines in cases of emergencies.
- vii. Establish support centers and provide counselling services to promptly and effectively respond to sexual harassment cases
- viii. Ensure confidentiality when handling cases of gender-based violence and sexual harassment.

2.11 PLANNING AND BUDGETING

2.11.1 Gender responsive planning and budgeting

Every financial year, faculties and departments are mandated to plan and budget for activities to be conducted. Gender planning and gender budgeting is therefore essential because the University has to release and account for funds utilized for streamlining gender in the University activities.

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Policy Statement: The University shall actively promote gender responsive planning and budgeting, for effective institutionalization of gender mainstreaming.

Implementation strategies:

The University will;

- i. Conduct training and sensitization of students and staff in gender planning and budgeting annually.
- ii. Ensure adequate budgetary allocation to fund gender related activities at all levels.
- iii. Institutionalize a mechanism for accountability of funds allotted to gender activities.

2.12 POLICIES AND GUIDELINES

2.12.1 Mainstreaming Gender in Policies and Plans

Since its establishment in 2007, Busitema University has formulated a number of policies in the various departments. The policies have however not been gender responsive due to the lack of an institutional framework on gender mainstreaming.

Policy Statement: The University shall ensure gender sensitivity during the development of new policies as well as during reviewing of existing policies.

Implementation Strategies

The University shall;

- i. Review and mainstream gender equity, equality and inclusivity in the existing policies where applicable.
- ii. Emphasise gender sensitivity in future policies and strategic plans.

SECTION III

ESTABLISHMENT, IMPLEMENTATION, MONITORING AND EVALUATION

3.1 Quality Assurance, Gender and ICT Committee of Council

Busitema University is committed to mainstreaming gender in its academic and non-academic programmes. Implementation of the gender mainstreaming policy will therefore be guided by the Quality Assurance, Gender and ICT Committee of Council.

The Committee shall provide overall approval of the implementation and effectiveness of the quality assurance strategies. The Committee shall comprise of the following:

- i. Council Appointee (Chairperson)
- ii. Government Appointee
- iii. Vice Chancellor
- iv. Deputy Vice Chancellor (Academic and Research).
- v. Council Appointees
- vi. 1 Representative of Academic Staff
- vii. 1 Representative of Senate
- viii. 1 Representative of Student Guild
- ix. 1 Representative from the Ministry of Finance Planning and Economic Development
- x. Local Government Representative
- xi. 1 Support Staff Representative
- xii. Heads of Quality Assurance, Gender and ICT Units

3.1.1 Terms of reference

- i. Consider, review, guide policy formulation and implementation on quality assurance, gender and ICT and make recommendations to Council for approval.
- ii. Establish standards, review policies, monitor and evaluate quality assurance, gender and ICT and make recommendations to Council.
- iii. Consider quality peer review reports and make recommendations

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- to Council.
- iv. Ensure that management attends to specific quality assurance, gender and ICT recommendations.
 - v. Perform such other functions assigned to the Committee of Council.

3.1.2 Tenure of Membership

The members of the committee shall serve for a period of four years and may be eligible for re-appointment. However, the student representatives shall be limited to holding office for a period of one year.

3.2 Busitema University Gender Committee

The Busitema University Gender Directorate shall be composed of the following membership;

- i. The Vice Chancellor –Chairperson
- ii. Deputy Vice Chancellor
- iii. University Bursar
- iv. University Librarian
- v. University Secretary
- vi. Academic Registrar
- vii. Dean of Students
- viii. Senior Planner
- ix. Director Gender Directorate
- x. Six (6) Gender focal persons from campuses

3.2.1 Terms of Reference

- i. To facilitate effective interpretation and implementation of the Gender Mainstreaming Policy.
- ii. To initiate laws, policies and programmes that promote gender equity and equality in the University.
- iii. To oversee the implementation of Gender mainstreaming initiatives and activities in the University campuses.

- iv. To provide comprehensive periodical reports to the Quality Assurance, Gender and ICT Committee.
- v. To promote awareness, sensitise and provide expertise on gender issues in the University.

3.3 Gender Directorate

3.3.1 Duties and Responsibilities

- i. To monitor and evaluate gender initiatives and activities
- ii. To collect, analyse and utilise the data to assess the progress of implementation of gender related activities.
- iii. To promote public relations, communication and rapid response to emerging issues pertaining to gender.
- iv. To ensure the mainstreaming of gender in budgeting and planning, policies, trainings and other activities.
- v. To initiate research, gender analysis and audit and ensure the implementation of findings to strengthen gender within the University.
- vi. To support gender sensitisation programmes at all Faculties and departments.

3.4 Campus-Based Gender Focal Persons

Campus focal persons will be appointed by the Faculty Deans. The focal persons are full time staff and will work closely with the student gender representatives at the various campuses. The focal person will be responsible for;

- i. Sensitising students and staff about gender concepts.
- ii. Offering guidance and advice in relation to gender issues.
- iii. Liaise with other departments and units to implement gender-oriented activities.

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3.5 Policy Monitoring and Review

The policy shall be monitored and reviewed from time to time when deemed necessary and its operationalization shall be monitored on a regular basis.

3.6 Interpretation and Review of the Policy

The interpretation of this policy shall rest with the Council Committee of Quality Assurance Gender and ICT and shall be reviewed from time to time with approval of the University Council.

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