



Universal Intervention for Development Organisation (UNIDOR)

Gender Inclusive Institutional Policy



2023

FOREWORD

Dear Colleagues,

The Universal Intervention for Development Organisation (UNIDOR) Gender Inclusive Institutional Policy that I have approved, is now effective.

As we advocate for a gender responsive approach in disaster management and development, UNIDOR as a leading organisation working in this sector has recognised that understanding and action should be first established within. The UNIDOR has diligently worked to create an institutional policy that aims to guide its staff in supporting and ensuring gender inclusivity within all aspects of operations and programming for the community we serve and partners we engage. The UNIDOR Gender Inclusive Policy is the result of a participatory consultative process wherein members of our affected communities (conflict and disaster displaced) were engaged through focus group discussions and key informant interviews. Their insights served as the basis for creating strong inclusive and representative policy to guide our operations. This process began in 2020 with support from the Gender Responsive Resilience and Intersectionality in Policy and Practice (GRRIPP) project (Africa Region) funded by the United Kingdom Research Innovation (UKRI), Global Challenges Research Fund (GCRF) through University College London (UCL).

I would like to emphasize that this document applies to all the people we serve, staff members and partners. It is imperative that all staffs

support and implement this policy, as the institution will hold all of us accountable for contributing to gender equality.

I hope I can count on all of you to implement the gender responsive approach outlined in this policy in all our programmes and in our various offices, and throughout our administrative, operations and field work.

Thank you.



James Keah

Executive Director

Universal Intervention for Development Organization (UNIDOR) South Sudan

UNIDOR GENDER POLICY 2020-2030

DEFINITIONS:

COMMUNITY – This is a group of people living in one geographical location sharing the same resources and most cases their needs are similar.

DENIAL OF RESOURCES / OPPORTUNITIES - Family members, household resources (to the detriment of the family's well-being), prevented by one's intimate partner to pursue livelihood activities.

DISCRIMINATION is when someone treats you in a negative way because of your mental illness. Social stigma and discrimination can make mental health problems worse and stop a person from getting the help they need.

DISASTER MANAGEMENT this refers to disaster management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters.

EARLY / FORCED MARRIAGE - It refers to marriage of an individual who have not reach 18 years based on International Convention on Child Rights (early marriage). It is also a forced child marriage by parents.

GENDER - refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women. It's different across communities, villages, and even countries. **It** refers to socially ascribed beliefs and perceptions of femininity and masculinity and power dynamics between women, men, girls and boys.

GENDER STEREOTYPE - beliefs about the psychological traits, characteristics, appropriate for males or females.

GENDER BASED VIOLENCE (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females.

GENDER ROLES are defined by behaviors, but gender stereotypes are beliefs and attitudes about masculinity and femininity.

GENDER MAINSTREAMING- The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels.

GENDER ANALYSIS - highlights the distinctness between and amidst women, men, girls, and boys concerning distribution of resources and power, opportunities, and constraints in a given context. The analysis needs to ask about:

- Division of labour in productive work, child rearing, and community work
- Gendered roles and responsibilities, to comprehend how men and women, girls and boys interact, what they do, can do, and are expected to do, including distribution of power.
- Access to and control of resources.

INCLUSION/ INCLUSIVITY is the culture in which the mix of people can come to work, feel comfortable and confident to be themselves and work in a way that suits them.

INTERSECTIONALITY refers to the fact that individuals have several layers to their identities, such as gender, ethnic origin, nationality or citizenship, age, disability, language, political opinions, religious beliefs, social background, sexual orientation, physical appearance and colour that are woven together. People suffer discrimination against a combination of these factors. An intersectional perspective emphasizes the importance of looking at these forms of discrimination together and at the same time in order to understand their compound effects on the individual.

PARTICIPATORY DATA COLLECTION /RESEARCH. This refers to encompasses research designs, methods, and frameworks that use systematic inquiry in direct collaboration with those affected by an issue being studied for the purpose of action or change.

POWER – This can be legitimate held in status, position, or job. It is referred to that person's position in an organization/community etc. Also, power can be coercive, that means the ability of a person to punish as to prevent someone from getting rewards. Rewards and punishment are considered as tools for motivation in order to make people act better.

RAPE - non-consensual penetration (however slight) of the vagina, anus or mouth with a penis or other body part of perpetrator.

SEX is the trait that determines whether a sexually reproducing organism produces male or female gametes.

SEXUAL ABUSE means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

SEXUAL EXPLOITATION means any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes, including, but not limited to, profiting monetarily or otherwise, socially or politically from the sexual exploitation of another.

STIGMA. This is when someone sees you in a negative way because of your mental illness.

SUSTAINABLE DEVELOPMENT. Sustainable development is an organizing principle that aims to meet human development goals while also enabling natural systems to provide necessary natural resources and ecosystem services to humans.

EXECUTIVE SUMMARY

Gender equality is essential to achieve UNIDOR's mission to alleviate suffering, resolve conflict, mitigate humanitarian crises and save life. The institution recognizes that the persisting inequalities between women and men are a great obstacle in implementing this mission.

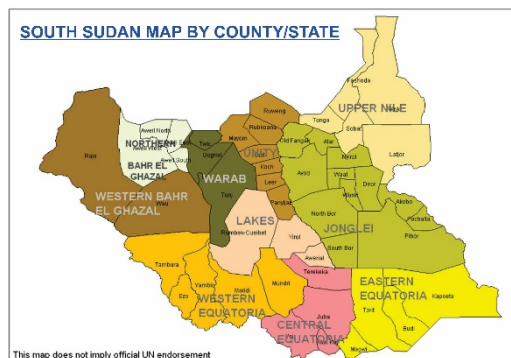
UNIDOR has partnered with Gender Responsive Resilience and Intersectionality in Policy and Practice (GRRIPP) Project (Africa) network and the community in our areas of operation to develop an inclusive institutional gender policy that is essential in helping our organisation to support gender responsive resilience and self-sustaining communities. The need to create an inclusive institutional policy was derived from the recognition that a gender responsive organizational environment is necessary to achieve progress towards this goal. This document provides an overview of UNIDOR as an organisation, then frames its scope of works within the disaster response and development context, outlines the methodology utilising participatory research as a means to ensure inclusive content, and then presents the policy as outcome of the endeavour. This policy recognizes the critical roles of civil society organisations, their staff and stakeholders, have in advancing gender equality through ensuring fundamental inclusion and consideration of marginalised groups in administration, programming and operations in disaster response and development spheres.

Organisational Overview

Universal Intervention for Development Organization (UNIDOR) was established in 2004 and registered with the Relief and Rehabilitation Commission South Sudan (registration #182) with an operational presence in Unity and Warrap States. Within Unity State coverage extends to the Leer, Mayendit, Guit, Koch, Rubkona and Mayom counties. In Warrap state, coverage includes Tonj East, Tonj South and Wau counties with a coordination office in central equatorial state Jubeck state with the city capital of South Sudan.

By Leviavery based on File: SouthSudanStates.svg – Own work, CC0, <https://commons.wikimedia.org/w/index.php?curid=87094599>

UNIDOR's conceptual foundation is 'unity in action'. UNIDOR stands for equal rights for all, irrespective of gender, ethnic background, religion, sexual orientation, disability, and social status. Our principles establish that we will advance human rights, balance, and a just allocation of power and resources between all individuals, including women and men. Given the increasing consolidation of influence and resources in the hands of a few, UNIDOR



considers that powerful, popular participation and inclusion are critical to change gender inequalities. Women's influence and insight must be acknowledged and included in discussions and decision making to ensure that both men and women participate on equal terms. Men's participation in supporting efforts to achieve gender equality also need to increase in order to realise these goals. UNIDOR works to establish partnerships with organisations that share our principles, including gender equality goals.

Current Context of South Sudan

Women and girls in South Sudan experience discrimination and lack access to equal opportunities. Men and boys often hold the social, economic and political power, and are prioritized across all areas of society. From decision making at household and community level, having access to secondary school education, making decisions about bodily integrity or exposure to gender-based violence, women and girls experience marginalization and exclusion.

Methodology

Explain how you set up the KII and focus groups and who was selected and why? Did the sample of people that you picked represent the population? (Old young male female?) Explain why you excluded children (already and extremely vulnerable group in the context). How many KIIs and FGDs were held and where? Consent was obtained from each participant, and it was made clear that participants were under no obligation to participate and there would

be no repercussions for non-participation. These conversations were designed to get help to get a better understanding of the experiences of affected people.

Focus group discussions were held with men women young boys and young women to gather their unique insight on their needs, experiences, and expectations in relation to UNIDOR's areas of operations.

Key Themes Derived from Participants

It has been widely acknowledged that the effects of conflict and disasters have different impact particularly along gender lines. UNIDOR has engaged recipients of humanitarian aid and development support, through a series of Focus Group Discussions and Key Information Interviews. These sessions followed a line of predefined questions which sought to gain an understanding of their experiences with displacement and their engagement with UNIDOR as an organisation providing humanitarian and development support. The input received from the people that we seek to assist, is necessary for developing an inclusive and informed policy for our organisation.

Background of Participants

Relocated to Mayendit from other regions and they

Dependence on Aid

The majority of male and youths' respondents indicated that multiple events in the area such as floods, as well as a history of internal and national conflicts have created a dire situation. The instability, damaged infrastructure and limited resources derived from these events have resulted in nearly their entire community becoming dependent on humanitarian aid for survival. Male respondents indicated that the displacement disrupted all their economic ventures, increased financial vulnerability and posed a gap of dependence on humanitarian aid. However, the dependence on aid has led to feelings of frustration by men who are unable to work and earn their own income. Women are now fetching firewood and selling to the market in order to earn a living, others are having tea places where the income is minimal to support the family. UNIDOR provided fishing nets which we are now using to carry out fishing and the catch is sold to the market however the sales are also not enough to take care of our families and saving.

Differential Allocation of Aid Resources

Participants responses suggest that aid distribution is not uniform but is influenced by elements of age and gender. The provision of humanitarian support means that persons have limited access to food, shelter and other basic needs and services. This was seen as problematic

because the aid is directed primarily toward women and girls and a minority of boys and men. Men have been left questioning how long resources will be available to assist them.

UNIDOR has provided support through cash assistance however due to limitations of funds this option is not available to all affected persons. Those who do not receive cash assistance are left to struggle with how to provide for their families. Male respondents faced uncertainty regarding their financial situations and limited options to help themselves out of their state of dependency.

The majority of female (including female youth) respondents indicated that UNIDOR aid in the area has been significant in helping maintain women and children.

Domestic Violence

The high prevalence of domestic violence in post disaster and conflict scenarios is not a new phenomenon. The frustration, insecurity, and feelings of helplessness have been showed to contribute to conflict within households and communities. Acts of physical or emotional abuse are primarily directed toward women and children further adds to the trauma experienced by these displaced groups. Conflict over how aid should be allocated is Frequent disagreements with family members / husbands regarding how aid should be distributed and who should take decisions (cash assistance, food ratios, business start –up capital) is the root of conflict at household level. Some respondents felt that despite these disagreements, incidents of escalations to domestic violence have been reduced. The provision of aid has taken some of the pressure off families to

Sexual and Gender Based Violence

While some persons felt that incidents of domestic violence had been reduced with the provision of humanitarian aid, concerns regarding safety and security in public spaces is an ongoing concern. Women and girls are revictimized in the shelters/camps, and within their communities as they are also exposed to rape and sexual harassment. Women shared that men take advantage of isolated areas in evening hours or target women and girls are going between water collection points and food distribution centres. In the event of such harmful acts, they are usually settled by the compensation of dowry to the family of the girl, in exchange for marriage. Women and girls usually do not have a voice in this decision.

Loss of Livelihoods

Men and young males acknowledge that the displacements have disrupted their economic stability, as the need to leave their homes and resources have prevented them from earning an income and being financially independent. Humanitarian aid has become the primary support for many persons living in the target communities.

Females confides that they only receive limited support from their husbands, and they have had to resort to starting small businesses to meet the needs of their children. Only a small segment of women and female youth involved felt that education was a priority. However,

they expressed frustration as they faced the challenge of acquiring work which aligns with their limited skills and experience. They report that pressure to get married is more of a concern as it can provide dowery payments for families.

Health and Hygiene

The impact of flood hazards has had a significant effect on the lives of women. When health facilities were submerged in water and destroyed, women faced the challenge of walking for five (5) hours to reach hospitals in case of sickness or delivering (giving birth). Women and female youth also raised issues affecting day to day health. Limited access to menstrual hygiene kits to support menstruation health needs for displaced populations. This serves as an ongoing struggle to maintain dignity as well as to ensure health and sanitation needs are met with the displaced communities. Despite acknowledging that UNIDOR has distributed dignity kits to affected communities, the need is still high and ongoing as families cannot afford buy them. The women acknowledged that “UNIDOR has been supported us with mobile health services, but their grant ended now we don’t know what next.”

Staff Interviews

This process was engaged to help gather insight into the mindsets and experiences of persons working with UNIDOR in contract or long-term employees. The majority of male staff indicated that their own families were displaced during the 2019 flooding. Family members are dependent on salaries for their survival. Some contract staff face challenges when their contract end and they are forced to resort to begging. UNIDOR has been flexible in offering staff benefits and it is used to start up small businesses for our siblings and support their education. However, we still face challenges of education and health services.

Female staff acknowledge the UNIDOR has supported them by offering them jobs. However senior positions are held by people from Juba (capital city) as they tend to be “more qualified than us”. They suggest that UNIDOR should set up a capacity building programme to support us in trainings on project implementation, reporting and evaluation of and other areas of competence.

Key Findings from Data

Conflicts and disasters do not affect populations equally. As a result, a response must carefully consider how best to ensure that humanitarian aid and following on development planning is inclusive and fare. UNIDOR recognizes the significance of examining population dynamics, local environments, and culture as a means to help understand why some people may be more disadvantaged and negatively affected compared to others. In particular, culture plays a significant role in establishing holds power and how it is allocated in society. In some instances, organisational practices and operations can reflect the cultural practices and reinforce discrimination and marginalisation of certain groups. UNIDOR support the creation of a gender inclusive policy based on the participatory input of affected women, men, boys, or girls. It seeks to reflect the different experiences and issues raised by the persons affected by

displacement and conflict in South Sudan. The data gathered were used to inform the policy detailed in this document and to guide future planning and practice.

Policy Rationale

UNIDOR's entails a vision of community transformation and a mission to alleviate suffering, resolve conflict, prevent humanitarian crises and save life¹.

This UNIDOR Gender Inclusive Policy aims to guide the organisation in supporting the needs of all affected persons and to assist in the transitioning from providing aid to encouraging a transition toward establishing livelihood and food security. informs the need to understand community engagement in identifying priority needs and inform possible solutions.

Policy Objectives

1. To promote gender equality through participatory engagement of affected populations in planning, programmes, operations and reporting.
2. To ensure that planning, programmes, operations and reporting include a detailed gender analysis to inform effective action.
3. To challenge scenarios that disempower affected population groups with emphasis on women and girls.
4. To create a working environment which welcomes and encourages gender equality among and with staff members and management.

Objectives

To promote gender equality and women's voice and building resilience with UNIDOR staffs and the community. UNIDOR will engage in strengthening Gender Equality and Women's Voice (GEVV) by promoting inclusive governance and increasing resilience, partner staff with direction for integrating gender equality and women's voice into their resilience-related work, through explaining the importance of GEVV in resilience-related work, Strategies for enhancing resilience through GEVV, Key gender actions to consider in resilience-related projects, Practical examples of gender considerations in resilience-related projects and different tools and resources to support GEVV and resilience within projects to be implemented.

To integrate alternative livelihood aspects to support youths in behaviour change and prevent harmful practices that contribute to abuse of women and girls' rights. UNIDOR will seek to integrate alternative livelihood aspects to support youth in behaviour change by engaging them in Crop and horticulture which will enhance crop and horticultural production activities to ensure adequate food production among the target communities through climate resilient agriculture, livestock Production that will reduce livestock morbidity and mortality rates among the livestock, enhance fishing activities and value addition methods for maximum

¹<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKewiZvpCZ7aWAAxV-hvOHHam1AgYQjBB6BAGWEAE&url=https%3A%2F%2Funidorss.org%2Fwho-we-are%2F&usg=AOvVaw0bE20S5402NzSCzmUv1-OY&opi=89978449>

output. Besides that, Livelihoods and empowerment interventions which will increase livelihoods coping skills and literacy among the communities targeted and sustainable agricultural development. Thus, addressing localized insecurity and sexual abuse to women and girls.

To increase women participation in decision making including social and economic choices by building confidence, self-esteem, aspiration, knowledge, skills and capabilities, all genders women, are better able to effect the change they desire. UNIDOR will train on an unequal balance of power in homes, communities and within authorities' limits women's ability to make decisions to increase resilience. considering the fact that Women generally have less decision-making power within the home and the community compared to men, whilst government departments that make key decisions related to resilience are generally also male dominated. This can prevent women from adopting new resilient actions. UNIDOR's programming will train about the needs to understand how decisions are made, how these have evolved over time, and how our programs might affect these decision-making processes. By changing the power relations through which people live their lives, women and girls have more say and choice to make decisions about the issues that are important in their lives.

Scope

The policy is predominantly an internal guidance document, outlining a joint view, critical priorities and processes for integrating gender outlooks throughout the organization, projects and programs to be implemented in all our regions of operation. This policy applies to all UNIDOR staff, operations, projects and partners both at headquarters and in the field. The policy gives broad strategic direction for implementation, including institutionalizing gender equality in the organizational culture of UNIDOR, and improving gender equality throughout all areas of operation and project implementation. The policy will be integrated by an exhaustive strategy plus a set of tools on gender integration.

The Legal and Normative Support Framework

UNIDOR's gender policy is strongly influenced by both national and international frameworks, legislation and conventions. Many of the international guidelines and recommendations are articulated in treaties and resolutions of the United Nations General Assembly and Security Council. These include, but are not limited to: – United Nations Universal Declaration of Human Rights, and the Convention on Human Rights – The 1979 Convention on the Elimination of All Forms of Discrimination Against Women and its General Recommendation 19 on Violence Against Women – UN Security Council Resolution on Women, Peace, and Security (no 1325 of 2000) and its subsequent resolutions (no. 1820, 1888, 1889, 1960, 2106, 2122, and 2242),)The Conventions on the Rights of the Child (1989) and the Beijing Declaration and Platform of Action (1995)². To facilitate the implementation of these norms

² GENDER EQUALITY GUIDELINES

<https://icdi.nl/media/uploads/useruploads/Gender%20Guidlines%20ICDI.pdf>

and initiatives, UNIDOR benefits from the broad range of analyses and recommendations developed by international Human Rights organisations and institutions, women's organizations, and humanitarian agencies.

The policy also rests on South Sudanese laws including Article 16, which speaks to the rights of women, it examines such rights as: respect, equal remunerations across gender lines and the right to engage and be represented within public sphere. This legislation seeks to position and highlight the value of women's rights within society. Article 28 (1) states that each person should have the right to purchase and own property. Article 29 (1) states that the rights of all residents are protected regardless of religion, tribe, disability, health status, HIV status, or gender. (2) All arms of the government should recognise that women and girls must have access to free and quality education at all levels.

UNIDOR has also engaged and acknowledge the input of women-led organizations operating in South Sudan to also represent the interests of other agencies with direct insight into the experiences of women and girls in the region.

Sector Specific Gender Approach

Prevention Of Sexual Exploitation and Abuse (PSEA)– UNIDOR has a Zero Tolerance for any form of sexual exploitation and abuse by its staffs. Ongoing education must be developed to communicate with staff and community members regarding the PSEA. It is acknowledged that in crisis due to financial desperation parents seeks to encourage their daughters to enter into relationship (sexual or otherwise) with men working within humanitarian sector. This has been used to get their daughter married (with a dowry payment for the family) and/or to help secure further humanitarian aid supplies. In this policy UNIDOR will work with community stakeholder such as women leaders, youth leaders, staff and local teachers to help influences positive behaviours and to build their knowledge through trainings and awareness activities on an ongoing basis (annually). The Human Resource Department within UNIDOR will take responsibility for coordinating sessions on topics such as abuse and exploitation within the Humanitarian Aid sector. The sessions will also highlight the strategies for prevention, best practices and reporting responsibilities.

Food Security and Livelihoods – Community interviews and focus groups have confirmed that conflict and disaster in the region has contributed to a dependence of humanitarian aid for survival. UNIDOR thus recognises the need to develop strategies to help identify exit strategies which help community members to become independent and self-sufficient by strengthen livelihoods and supporting food security. UNIDOR has been active in providing cash assistance, seed distribution, and start-up capital for small business development These efforts will continue and assessed to help ensure that men and women have access to livelihood support services as men have traditionally had greater access to and control over these resources. Even the process of distributing aid and support resources needs to consider timing as women are forced wait and can only return home in the evenings which sexual violence on their way home. This policy also seeks to engage affected populations in efforts

to improve on mapping and designing of food and seeds distribution plans, ensure distributions are gender sensitive, men are involved in equitable distribution practices, which seek to contribute to shifting power imbalances and promoting inclusive solutions. This will be facilitated by engaging existing community structures and particularly working with local leaders to help encourage and influence better understanding of key issues around inequality and inclusion.

Protection / Gender Based Violence –Focus groups with affect community members, violence is aggravated by the effects of conflict and disaster impact, which destroy or undermine access to resources, and essential services. The frustration and feelings of helplessness contribute to drug and alcohol use, as well as forms of physical, sexual and emotional violence. Efforts to ease the financial burdens faced by families in South Sudan have driven them to enter their under-aged daughters into arranged marriages which provide a high dowry which can be used to help support the costs of survival. Culture prevents girls from opposing these negotiations as it is widely accepted. Girls risk physical violence, emotional abuse, expulsion from family and their communities should they challenge this practice. UNIDOR seeks to work with communities to support viable livelihood solutions to help reduce financial pressures on families. This in an indirect opportunity for Food Security and Livelihoods to work closely with Protection/Gender Based Violence staff to address cross cutting issues help protect women and girls.

Access to Education- Community members participating in local focus group sessions confirmed that floods in the area damaged school structures and flooded buildings and access routes to schools. This prevents children from attending classes and taking part in formal educational activities in the majority of the schools in Mayandit, Koch and Guit counties. Delays in restoring school facilities can undermine the education for all affected children. However, girl children are often kept from returning to school or intentionally pulled out of school to help with chores at homes. When girls do not complete their primary and/or secondary education it reduces the employment opportunities and income levels that these South Sudanese girls will have access to in the future. UNIDOR continues to promote the creation of temporary learning spaces for children as well as encouraging adult learning in communities. These activities will be done with collaboration from the Ministry of Education and Sports at state and national level as well as partner organisations such as The United Nations Children’s Fund (UNICEF), to ensure that teachers and students have access to learning materials This has the potential to help build greater resilience among this generation of girl children as well as strengthen the access of women and other adults at community level. Capacity building is also a continuing element of UNIDOR programming to promote learning and skills development. UNIDOR also commits to supporting training on for women and girls, regarding early warning systems for floods, and disaster preparedness to help vulnerable communities to prepare and respond to future shocks as they transition to more permanent living scenarios.

Access to Employment Opportunities within UNIDOR – Participants recognised the limited access to employment for persons displaced by conflict and disasters. Organisations such as UNIDOR can further help support local displaced communities by giving hiring preference to suitable candidates for available posts. However, this process must be

transparent and encourage further capacity building. Funding proposals submitted by UNIDOR should require and attempt to source community members for paid positions or contract work to help support livelihood development. The application process should also be conducive to allowing persons with limited resources (access to computers, printers, internet) to still submit application. This may also include lowering or reducing qualifications for candidates or recognising prior experience (paid or unpaid) as a means of supporting inclusive hiring and livelihood development. Priorities should reflect the needs of the situation and may include hiring women and persons with special needs.

Coordination with Partners and Stakeholders- Organizational partners and stakeholders will be identified from among and beyond (if necessary) the current operational environment which serves the needs of conflict and disaster affected communities in South Sudan. These persons and/or organizations they represent will be engaged on a monthly basis to systematically ongoing interventions, challenges and changing contexts as well as to work together to develop locally viable plans, assessments or establish technical working groups as needed to support the implementation in the areas in which UNIDOR works. Communities will also be engaged on ad hoc meetings to update them on programme progress and to encourage feedback and constructive dialogue about their experiences to ensure that need and concerns are addressed.



Policy Implementation Plan

The advancement of gender inclusive approach to support the development of more resilient communities, is being pursued through the process of mainstreaming gender within the operations of UNIDOR as a humanitarian aid and development focused organisation. The ability to support these ends are dependent on the abilities, knowledge, and commitment of the UNIDOR staff in its operationalisation and management of strategic policy directives. It is through the development of the Gender Inclusive policy that UNIDOR is seeking to institutionalize procedures and practices aimed at establishing the sustainability of this commitment. Gender equality obligations must be embodied in institutional policies and programming with specific financing and resources set aside to assure that these commitments are sufficiently achieved and monitored.

UNIDOR aims, through recruitment and coaching, to cultivate personnel devoted and willing to ensure that gender perspectives are engrained in all aspects of our work and will represent gender sensitivity at work and beyond the workplace. UNIDOR will continue to reinforce staff procedures and other tools to secure a gender conscious work force. These include enforcing policies that prohibit staff members from engage in any form of intimidation, abuse and exploitation on gendered ground or otherwise.

UNIDOR seeks to promote holistic gender inclusion considerations throughout the organisation and in their operations. As such key areas such as **Administration, Human Resources, Community Engagement, Stakeholder and External Partner and Resource Allocation** will also be revised.

Administration Plan– UNIDOR will engage the senior management team to influence the design of the organization strategic plans with emphasis on gender sensitive approaches in all sectors and over all institutional planning.

Human Resource Plan – UNIDOR will engage the Human Resource Department in designing job adverts, ensuring marginalised women (from affected communities) are prioritised during recruitment, host PSEA policy trainings and implementation to staff and with communities, collect gender disaggregated data on staffing and contracting is maintained to ensure that hiring is gender inclusive. Gender should be considered in employer policies to offer staff equal access to considerations such as maternity and paternity leave, family care leave which should be afforded to both parents if the need arises.

Community Engagement Plan– UNIDOR will engage community members including local chiefs, men, women, youth, religious leaders, and other key role players at local level to give input and insight into their needs. This input will be used to shape inclusive project designs and guide effective implementation. This engagement must again reflect persons at all levels from leaders to marginalised persons including persons living with disabilities and in order to shape representative action. They will also help in setting up community priorities and champion the gender sensitivity plans.

Stakeholder and External Partner Plan- UNIDOR will continue to work closely with stakeholders, partners, clusters, technical working groups, the public and private sector to share gendered experiences from communities and to encourage gender inclusive partnerships are supported going forward.

Resources – UNIDOR will seek to ensure that all resources are distributed in line with gender inclusive policies and practices at all levels of operation. Resource allocations will be guided and subject to gender inclusive protocol to encourage fair mobilization and disbursement. The organisation is seeking to establish a business unit to formally carry out the role of resource mobilization, needs assessments, donor identification and proposal development. Each of the elements will be underpinned by supporting human rights approaches and gender inclusion.

In order to promote gender equality and ensure that the voices of marginalised populations (often women and girls in conflict and disasters) are the foundation of all of UNIDOR's organisational efforts to providing humanitarian support and building resilience.

Internally UNIDOR staff and our community of operation are committed to:

- 1.1 Designing gender inclusive programmes that take the needs of women and men, boys and girls into consideration as a priority.
- 1.2 Conducting quarterly integrated trainings that support the need for gender equality in programme development, how to ensure that gender is a core priority and not an add-in, and to train staff on how to host participatory dialogue with affected communities to ensure that gendered perspectives based on changing, lived experiences are included and acknowledged.
- 1.3 Monitoring UNIDOR programming and operations to ensure that policy is implemented in practice through developing gender checklists for programme units as well as conducting bi-annual gender analysis with staff.

In order to empower women and girls and enable them address gender inequalities that underlies poverty. UNIDOR is committed to:

- 2.0 Design projects and work plans that priorities women and girls' engagement and support them to lead the implementation process through establishing clear community driven feedback mechanisms.

In order to integrate alternative livelihood aspects to support youths in behaviour change and prevent harmful practices that contribute to abuse of women and girls' rights. UNIDOR is committed to:

- 3.0 Recognising the unique needs of young people by supporting intersectional programmes that highlight both gender and youth issues and ensure their active protection and participation in their communities and households.

In order to increase women participation in decision making including social and economic choices. UNIDOR is committed to:

- 4.0 Establish a methodology of gender inclusion on social and economic choices that will promote women and girls' active participation and taking lead in project implementation.

In Food security and livelihoods, gender equality contributes to equality and addition in the societies where we work.

1) Analysis and practice:

- Food security, Education in emergencies, nutrition, health, WASH, peace building and protection Programmes shall be based on strong gender sensitive contextual analysis, containing a power analysis. The analysis will attempt to comprehend gender functions and relations in each particular context relating to the project.
- A Gender analyses will influence all stage of programme work: baselines and surveys, programme planning, monitoring, reporting, and evaluation.
- All programmes shall secure sex- and age-specific knowledge and performance indicators are in place, in qualitative as well as quantitative terms.
- We will endeavour to disclose power relations and advocate for change in uneven power relations that, purposely or accidentally, harm women, men, boys, or young women or any persons on the basis of their gender identification.

2) Participation:

- All programmes must identify gendered obstacles to participation, decision-making, and control of resources and identify measures to address these.
- Capacity development Developing and/or strengthening staff capacity and competency in gender analysis is essential to the successful mainstreaming of a gender responsive approach in projects. Staff members who are responsible for programme design and implementation, as well as support staff, will be trained in order to ensure that a gender responsive approach is reflected in their work.
- All programmes must guarantee that women and any individual facing gendered injustice have real influence and significant participation. In order to realize this, we will find approaches to secure dialogue among women and affected persons as well as with brothers.
- All projects will analyse and take into consideration time constraints which may be placed on women's time, due to their traditional domestic and caring responsibilities. Especially in cash or food distribution, emphasis will be put on time of starting and last all forms of distributions and assistances.

Operationalisation

Within our operations, UNIDOR has identified specific tasks and requirements necessary for the institutionalization of gender inclusion within our organisation:

- Keep records and monitor the ratio of male/female staff within UNIDOR to ensure that it reflects equal representation at all levels.
- Ensure working conditions and infrastructure are suitably arranged to respect gendered needs (for example access to safe sanitation facilities, or accommodation).
- Promote a working culture of respect; that has zero tolerance for gender-based intimidation and abuse (sexual, emotional, economic or physical) through an equal distribution of power.
- Establish formal protocols to guide and protect whistle blowers or survivors of abuse within the organisation (staff), service providers, stakeholders or among community members. All efforts must be made to protect persons, their identities, and families to avoid further intimidation in the reporting process and implement clear process for investigating and addressing any breaches in policy.
- Ensure that the organisation does not encourage or enable silent complicity when faced with gender bias. The working environment must support an atmosphere conducive to discussion and internal debate on gender-based bias, including issues around cultural practices, abuse, violence and power relations.
- Ensure proficiency and awareness on gender issues which is careful not to ostracise or villainise men and boys. Gender needs to be understood and examined from multiple viewpoints and acknowledge that it does not exclusive refer to women and girls.
- Dialogues and activities must include men and their role in helping to strengthen and achieve gender inclusive practices is critical as they also serve as role models within the organisation and in their fields of operation. Encouraging and recognising male champions within the UNIDOR is key to help dismantle discrimination within and beyond the organisation.

Gender equality will be included in organisational development based on the priorities and needs of the organisation.

1) Learning:

UNIDOR will look for opportunities to learn from occurrences of our partners and donors, knowledge, and plans concerning the context politically and gender. We trust all of UNIDOR's partners are highly skilful in gender response and equality. UNIDOR will take advantage and utilize this expertise to improve our own efforts and facilitate useful coordination with partners, where practicable. When conducting monitoring and evaluation of our projects, UNIDOR will include questions with respect to various gender groups of different age groups in participation as well as gender differences in the impacts of our programme work.

Knowledge and information management – There is an increased work on good practices in gender sensitive and gender responsive work in programming and implementation. This has however not benefited many because of collection and sharing is essential for developing lessons learnt.

UNIDOR will document and share all relevant activities on gender responsive and equality approach, in order to help generate lesson learnt to be shared with other partners and stakeholders.

- UNIDOR will ensure ways are put in place to engage people of community in the work for gender inclusivity, starting from women's and men's own definition of problems, and their analysis and actions. UNIDOR will strive to guarantee a gender balance in surveys involving all our areas of implementation, most especially Food security and livelihoods resilience projects.

Policy Activities

Gender analysis

A gender analysis highlights the distinctness between and amidst women, men, girls, and boys concerning distribution of resources and power, opportunities, and constraints in a given context. This shall be achieved through use of questions that focus on experience, expectation and relationships. Understanding the power dynamics and who has the full power based on their gender identity,

Gender Analysis as a tool: This tool will be used to assess how gender responsive policy or programme is and will focus specifically on root causes and effects of gender norms, roles, and relations. The tool will help us to analyse what hinders the achievement of gender equality and equity that's to mean when does policies or programs begin to recognize the important of gender norms, roles and relations. UNIDOR will create Awareness through building blocks to address gender inequality by Conducting a gender analysis and shall develop an action plan that's to say; develop gender responsive actions. Besides that, UNIDOR will provide resources to help conduct a gender analysis, including a gender analysis matrix, and gender analysis questions. This shall help derive a number of tools which will help to assess the gender responsiveness of the policy or programs that's gender specific that will help programs in all

its societal, economic and political spheres so that women and men benefit equally, and inequality is not perpetrated.

MONITORING AND COMPLIANCE

Responsibility for gender integration, the promotion of women's human rights and the advancement of gender equality will be performed through the Department of Gender and protection in the institution. Internal UNIDOR monitoring mechanisms to assess compliance with the Gender Equality Policy are crucial for an effective performance management. This process is the basis for holding staff members, partners and other stakeholders accountable and documenting good practices. To achieve desired outcomes, adequate human and financial resources will be allocated to the implementation of gender equality and integration. This will entail better utilization of current resources, the assignment of additional resources where required and the alignment of resources with expected outcomes. The development of common-system approaches, whereby the entire Human Resource department will apply agreed-upon norms and standards, indicators and targets, and evaluation frameworks will considerably reduce duplication of efforts, especially at the country level. An external evaluation to verify implementation of the policy in the UNIDOR organizational structure and activities is foreseen annually. The UNIDOR board of directors, senior management, department of Gender protection, other departmental heads have primary responsibility in ensuring that the respect for women's human rights and the advancement of gender equality are effectively carried out in all our offices, programs and areas of implementation, guided by this policy and related documents. The Board of directors, Executive Director, Senior Management Team, all managers and staff accountable for gender integration efforts.

Performance measurement

- Gender equality results are expressed, measured and reported on using qualitative and quantitative indicators.
- Data, disaggregated by sex, as well as by age and socio-economic and ethnic groups, is collected.
- Qualified gender equality specialists (especially locally based ones) are involved in performance measurement; this includes the government line ministry.
- Information on progress in reducing gender inequalities is collected and analysed as an integral part of performance measurement.
- A long-term perspective is taken (i.e., social change takes time); and
- Participatory approaches are used, where women and men actively take part in the planning of performance measurement frameworks, in their implementation, and in the discussion of their findings.

With an inclusive gender approach, UNIDOR is better positioned to reduce the rift in power and resources. A gender balance and inclusive approach is instrumental in arriving at our objective of contributing to the advancement of resilient communities experiencing the impacts associated with conflict and disasters.

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