AAPAM Gender Policy

Equal, not the same
Gender Mainstreaming in AAPAM

The world is moving towards gender mainstreaming in a bid to enhance development. A gender mainstreaming policy is therefore a powerful tool that gives men and women a platform to fully realise their potential in the process of development. AAPAM joins likeminded institutions that have embraced gender perspectives in its programmes, activities and projects.

I therefore urge all our partners, members (African Governments, Corporate and individuals) and National Chapters to draw from this policy when planning their activities, programmes and projects.

In preliminary gender mainstreaming workshops and seminars, we realized that mainstreaming demands for a holistic strategy coupled with a positive spirit, a committed attitude and a participatory approach. I therefore, welcome your participation as we work together to enhance gender equity and equality by implementing this policy.

This journey has been made fruitful by the effort of a number of our committed partners and individuals. Special thanks to the Institute of Public Administration of Canada (IPAC) and the Department of Foreign Affairs, Trade and Development (DFTAD) - Canada who have funded and fully supported the production of this policy. I am further immensely grateful to Kisanet Tezare - Senior Gender Analyst PAC/Kartini and Dana Peebles, Director - Kartini International/IPAC Gender Advisor for their enormous expertise that has helped carve this policy. I also compliment the AAPAM Executive Committee, Council and Staff for making the production of this policy successful.

I hope that this gender policy opens a new chapter for sourcing, planning, funding, implementing, monitoring and evaluating AAPAM programs and projects.

G. K. Scott
AAPAM Secretary General
Table of contents

Preamble ................................................................. 1
Goals and objectives ............................................. 2
Guiding Principles ................................................. 3
Implementation framework ................................. 4
Gender Strategy and Action Plans .............. 5
In line with AAPAM’s mission to promote and spearhead Best Practice, Excellence and Professionalism in Public Administration and Management in Africa, this gender policy aims to promote gender equality and ensure its achievement in AAPAM programmes, projects, systems and activities.

AAPAM is committed to achieve gender equality together with its partners, including African governments, management development institutes, universities and training institutions, other institutions and corporate bodies and individual members of the Association. Inspired by the Fourth World Conference on Women in Beijing (1995), AAPAM’s gender equality policy is guided by the African Union Gender Policy (2009), the Protocol to the African Charter on Human and People’s Rights on the Rights of Women in Africa (2003); the Solemn Declaration on Gender Equality in Africa (2004); the Southern African Development Community (SADC) Declaration on Gender and Development (1997) as well as the Millennium Development Goals, particularly MDG3 on Gender Equality and Women’s Empowerment.

AAPAM stands against all forms of discrimination based on gender as these constitute violations of human rights and pose barriers to the achievement of development objectives.
Definitions: Gender equity and gender equality

Gender equity is the process of being fair to women and men. To ensure fairness, AAPAM may take different measures, where needed, to compensate for historical and social disadvantages that prevent women and men from otherwise acting as equals. Equity leads to equality.

Gender equality is achieved when women and men enjoy the same status and have equal opportunities to realize their full human rights and potential to share equally in the distribution of power and knowledge, and contribute to and benefit from national, political, economic, social and cultural development.

The concept of gender equality acknowledges that women and men sometimes require different treatment to achieve similar results due to the different life conditions or compensations for past discriminations. Gender equality is therefore the equal valuing by society of both the similarities and the differences between women and men and the varying roles they each play.

Goals and Objectives of the Gender Policy

The goal of AAPAM's gender policy is to support, promote and facilitate the achievement of equality between men and women to ensure sustainable development.

The objectives of AAPAM's gender policy are to:

a) Ensure that women and men benefit equally from AAPAM's policies and programmes, projects and activities including conferences, workshops, seminars and other trainings.

b) Create an enabling environment for women to occupy decision-making positions within AAPAM's governing and administrative organs (General Assembly, Council, Executive Committee, and Secretariat) and throughout National Chapters.

c) Foster equal career opportunities for members of the Council, Executive Committee and Secretariat and put in place decent working conditions for work and life balance.

d) Improve and increase staff capacity and competence on gender equality.

e) Allocate adequate resources for gender mainstreaming.

f) Introduce accountability and monitoring mechanisms for gender mainstreaming.
Guiding Principles

Gender equality as a crosscutting theme: AAPAM will ensure that gender equality is considered as an integral part of all its policies, programmes and projects, including human resources policy and practice. Addressing gender equality as a crosscutting goal requires that both women and men’s views, interests and needs shape the public administration and management agenda, and that the public administration and management agenda supports progress toward more equal relations between women and men.

Gender equality in human resources management practices: AAPAM is committed to maintain a gender balance at all levels of the organization. Within this context, while all employment decisions related to recruiting, salaries, transfers, compensation and promotion at AAPAM will be considered based upon qualifications, skills, knowledge, abilities, experience and responsibilities, in areas where either women and men are minimally or under-represented, explicit efforts will be made to encourage and support their participation in all occupational categories and leadership positions.

AAPAM will also strive to ensure that its human resource policies are family-friendly and encourage a productive work-life balance for both male and female staff.

Gender equality in every policy, programme and project: AAPAM notes that policies, programmes and projects affect men and women differently as women and men have different perspectives, needs, interests, roles and resources and those differences may also be reinforced by class. AAPAM strongly encourages that a gender analysis be carried out prior to the development of specific policies, programmes and projects in order to mitigate potential gender related risks on either women or men.

Equal, not the same: Achieving gender equality does not mean that women become the same as men. Equality means that one’s rights and opportunities do not depend on being male or female.

Gender equalizing measures: Achieving gender equality will require specific measures and initiatives designed to eliminate gender inequalities. Given ingrained disparities, equal treatment of women and men is insufficient as a strategy for gender equality as it often perpetuates existing inequalities between women and men. AAPAM will develop specific measures to address the policies, laws, procedures, norms, beliefs, practices and attitudes that maintain gender inequality. These gender equity measures, developed with stakeholders, should support women’s empowerment and women’s capacity to make choices about their careers and lives.

Equal participation of women: Promoting the equal participation of women as agents of change in economic, social and political processes is essential to achieving gender equality. Equal participation goes beyond numbers. It involves women’s equal rights to articulate their needs and interests, as well as their vision of society, and to shape the decisions that affect their lives, whatever cultural context they live in. Partnership and collaboration with women’s organizations, government ministries, departments, agencies and other groups working for gender equality is necessary to assist this process.

Partnership between women and men: Gender equality can only be achieved through partnership between women and men. When choices for both women and men are enlarged, all society benefits. Gender equality is an issue that concerns both women and men, and achieving it will involve working with both women and men to bring about changes in attitudes, behaviour, roles and responsibilities at home, in the workplace, and in public areas.
Implementation Framework

AAPAM will achieve its gender equality goals through gender mainstreaming and where necessary, by implementing gender specific actions. Gender mainstreaming involves:

a) Applying gender analysis and collecting sex-disaggregated data to identify gender equality gaps. Gender analysis will also be applied at the early stages of AAPAM’s programme and policy cycles;

b) Ensuring gender equality gaps are well communicated throughout AAPAM and building support for change through advocacy and partnerships;

c) Building the capacity of AAPAM (executive committee, council members, staff members) at all levels with respect to gender equality and how to advocate for greater gender equality results throughout their work;

d) Designing gender equality strategies and programmes to reduce identified gender gaps. This would include developing an annual action plan to meet AAPAM’s gender equality objectives to complement a multi-year institutional gender equality strategy. The strategy and action plan will include the following elements as deemed appropriate:

   E.g. If an identified gender gap points to a lower number of women participating in AAPAM conferences and events, a measure to correct that would be to find out why their numbers are low and introduce measures to address the identified reasons in order to increase their attendance in future conferences and events.

   Another area where gender equality can be promoted is through AAPAM publications, conference reports, and case studies. If these documents are deemed gender-blind, there is an opportunity to revise them and ensure they are gender inclusive.

   Setting of annual targets for achieving gender equality objectives with clear lines of responsibility for which personnel or member organizations will work towards these objectives and targets.

e) Investing adequate resources, in terms of human and material, and putting the required gender expertise into place to support the achievement of AAPAM’s gender equality objectives and targets;

f) Monitoring and evaluating the implementation of gender equality objectives and integrating lessons learnt in future programme cycles;

g) Holding individuals at all levels of the Association and Chapter Associations accountable for gender equality results;

h) Clearly communicating and reporting on gender equality results.
i) Gender-specific actions could include but might not be limited to:
Developing programmes and projects specifically targeting women and young women in areas where they may require further support, such as:
- Encouraging and supporting the creation of networks to support women leaders and female staff within AAPAM and National Chapters;
- Developing training programmes focused on strengthening women’s leadership skills, as well as any other theme identified as a need by female leaders and staff members;
- Establishing an award related to recognizing the promotion and development of gender equality within Africa in the context of Public Administration and Management.

**Gender Strategy and Action Plans on Gender Mainstreaming**

AAPAM’s will develop a multi-year gender strategy to support the implementation of its gender policy. The gender strategy will serve as a roadmap that outlines the approaches to be used to support the development of a gender mainstreaming process at AAPAM.

In addition, AAPAM will develop annual action plans in order to outline the specific actions it will take to implement the gender strategy. The action plan will include clear annual targets, responsibility, and budget for each action.

The Gender strategy and the annual action plans will be based on the six principal expected results of the gender policy:

a) Enabling environment created for equal benefit for women and men from AAPAM’s policies and programmes, projects and activities including conferences, workshops, seminars and other trainings;

b) More decision-making positions established at all levels for women at AAPAM;

c) Equal career opportunities and decent working conditions for work and life balance established for all staff and members of committees;

d) Staff capacity and competence on gender equality strengthened;

e) Adequate resources allocated for gender mainstreaming;

f) Accountability and monitoring mechanisms introduced.
References:

Commonwealth of Learning
http://www.col.org/resources/micrositeGender/Pages/mainstream.aspx

DFATD Gender Policy

ILO Gender: Equality between men and women


UNICEF Gender Policy

WFP Gender Policy (2003-2007)
Participants in IPAC/AAPAM Gender Workshop in Kigali, Rwanda 2013