



MBARARA UNIVERSITY OF SCIENCE & TECHNOLOGY



SUCCEED WE MUST

GENDER POLICY



21ST JUNE
2019



MBARARA UNIVERSITY OF SCIENCE & TECHNOLOGY

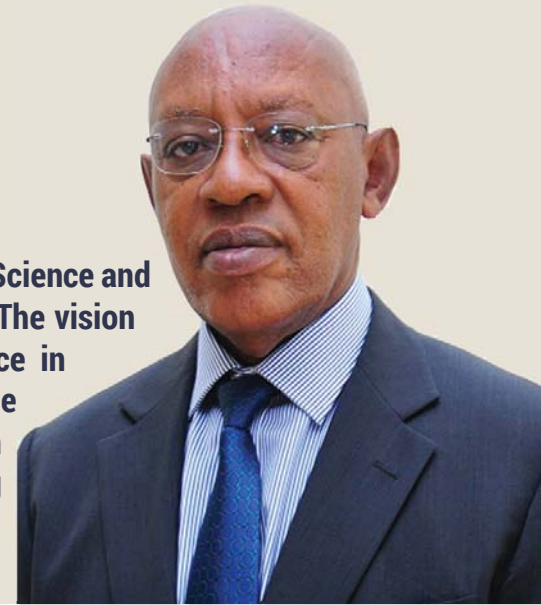


GENDER POLICY

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MESSAGE FROM THE CHAIRPERSON, UNIVERSITY COUNCIL

I would like to congratulate the management of Mbarara University of Science and Technology (MUST) for coming up with the University Gender Policy. The vision of MUST is to be a centre of academic and professional excellence in science and technology. The Gender Policy feeds into this vision, whose overall aim is to “Achieve social inclusion, gender equality and freedom from any form of discrimination for all people, associated with, serving at and studying from Mbarara University of Science and Technology.



Mainstreaming gender at MUST will lead to improved work relations and a better study environment.

The development and institutionalization of the MUST gender policy is in tandem with the University Council's commitment to the progress of the university through ensuring more equal and equitable gender relations. Council will ensure the policy is implemented in consistency with the all the other existing and developing university policies, systems and the national and international gender laws. The policy also mandates the management of MUST to mainstream gender in all its core functions.

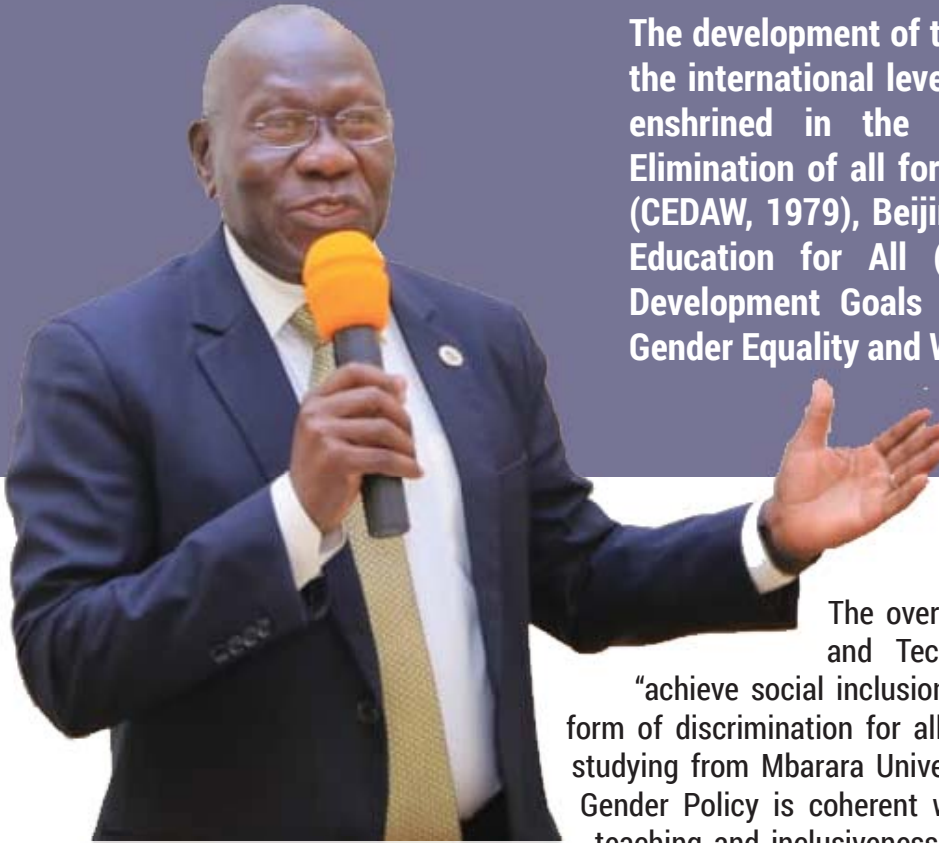
I would like to thank all the partners and the different stakeholders who participated and committed resources in terms of finances, time and technical expertise to make this policy a reality.

I therefore declare this Policy operational with effect from the date of its approval by the University Council on June 21, 2019

A handwritten signature in blue ink, appearing to read 'Ben Mbonye', written over a horizontal line.

Dr. Ben Mbonye
Chairperson, MUST 6th Council

Foreword



The development of the MUST Gender Policy is in line with the international level commitments to gender equality as enshrined in the provisions of the Convention on Elimination of all forms of Discrimination against Women (CEDAW, 1979), Beijing Platform for Action (BPFA, 1995), Education for All (EFA, 1990) goals and Millennium Development Goals (MD, 2000), in particular MDG3 on Gender Equality and Women's Empowerment.

The overall aim of Mbarara University of Science and Technology (MUST) Gender Policy is to, "achieve social inclusion, gender equality and freedom from any form of discrimination for all people, associated with, serving at and studying from Mbarara University of Science and Technology". MUST Gender Policy is coherent with its philosophy of community based teaching and inclusiveness education. In all the academic, research and community service endeavors, MUST strives to offer equal opportunities to men and women at all levels.

To note however, the University has been implementing some aspects of this gender mainstreaming policy. For this reason, the Equal Opportunities Commission, as a Constitutional body mandated to manage gender matters, assessed MUST and scored it at 64 percent for FY2016/17 and 63.7 percent for the FY 2018/19 for compliance in its ministerial policy statements (Assessment Report on Compliance of Ministerial Policy Statements with Gender and Equity Requirements, April, 2018).

The University Management is grateful to the team of different stakeholders for their commitment in ensuring that the university has a Gender Policy.

The implementation of the MUST Gender Policy shall require the commitment, participation and involvement of all key stakeholders (University Council, University Senate, Management, Staff, Students and external partners). The Gender Policy will serve as a point of reference and provide required leadership in Mainstreaming Gender in MUST as evidenced by regular documentation, budgeting, periodic reviews and continuous sensitization.

I therefore request all the key stakeholders of MUST to give the gender policy full support.

Professor, Celestino Obua
Vice Chancellor, MUST

ACRONYMS

AfDB-HEST	African Development Bank-Higher Education, Science and Technology
BPFA	Beijing Platform For Action
CEDAW	Convention for the Elimination of All Forms of Discrimination against Women
EAC	East African Community
EFA	Education For All
FAST	Faculty of Applied Sciences and Technology
FoBMS	Faculty of Business and Management Sciences
FCIS	Faculty of Computing and Informatics
FIS	Faculty of Interdisciplinary Studies
FoM	Faculty of Medicine
FoS	Faculty of Science
GFP	Gender Focal Person
GFT	Gender Focal Team
GMD	Gender Mainstreaming Directorate
GPA	Gender Plan of Action
GRT	Gender Resource Team
GSH	Gender and Sexual Harassments
GBV	Gender Based Violence
GTA	Gender Technical Advisor
HRD	Human Resource Directorate
IMCH	Institute of Maternal and Child Health
ICT	Information and Communication Technologies
ITFC	Institute of Tropical Forest Conservation
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MGLSD	Ministry of Gender Labor and Social Development
MSI	Millennium Science Initiative

MUST	Mbarara University of Science and Technology
NDP	National Development Plan
NGP	National Gender Policy
NGRT	National Gender Resource Team
NRC	National Resistance Council
PEAP	Poverty Eradication Action Plan
Sida-SAREC	Swedish International Development Agency-Swedish Agency for Research Cooperation
UDHR	Universal Declaration of Human Rights

DEFINITION OF KEY TERMS

Affirmative Action	Preferential treatment measures for redressing inequalities or imbalances against the marginalized groups in accessing resources, power or opportunities. It is a commitment, but usually of temporary nature.
Agent	A representative who conducts business on behalf of the University.
Council	Governing Council of Tertiary institutions established under section 38 of the Universities and Other Tertiary Institutions Act
Conscientisation	It is a process where women and/or men understand and analyze the gender inequalities that confront them. It is a basis for action to overcome and dismantle such inequalities. It is a level of empowerment that enables men and women to understand the nature of gender inequalities, and work towards overcoming them.
Consultant	A person who provides professional or technical expertise and/or advice
Discrimination	Unfair and differential treatment of people based on their respective descriptions by sex, race, colour, ethnic origin, tribe, birth, creed or religion, social or economic standing, political opinion or disability
Empowerment	<p>The process of generating and building capacities to exercise control over one's life through expanded choices. Empowerment is linked with inherent self-confidence and esteem, knowledge, skills, attitudes and voice. It is a function of the individual's initiative that is backed up by institutional support for change</p> <p>Strengthening the capacity of an individual to enhance self-reliance and identity. It allows for the development of a sense of self-worth, believing in one's ability to secure desired changes and the right to determine one's destiny.</p>
Engender	The processes of ensuring that, planning and programming is appropriate for and takes into account the female and male differences and concerns.
Evaluation	A time bound exercise that aims at assessing systematically and objectively the relevance, performance and achievement of on-going and completed projects/programmes.

Gender	Socially constructed relations between women and men and their concomitant roles. The differences that give men and women, boys and girls unequal roles, values, opportunities, privileges, status, access to and control over resources. It further refers to typically masculine and feminine characteristics, abilities and expectations about how women and men should behave in society. These characteristics are time bound and changeable.
Gender Analysis	The process of systematically scrutinising and evaluating the prevailing and anticipated situations and conditions to determine their differential impact on the needs and experiences of women and men.
Gender Audit	Analysing and evaluating institutional mechanisms, legal frameworks, policies, strategies and programmes to determine the extent to which they incorporate gender equality and equity norms and standards.
Gender Awareness	The recognition of the differences in the interests, needs and roles of women and men in society and how they result in differences in power, status and privilege.
Gender Blind	Failure to recognise and redress the gender dimensions of development processes. Policies, strategies are gender blind when they fail to identify and take into account the existing gender issues and concerns.
Gender Budgeting	An application of gender mainstreaming in the budgetary process. It entails a gender based assessment of budgets, incorporation of a gender perspective at all levels of the budgetary process, restructuring revenues and expenditures to provide for attainment of gender equality.
Gender Equality	This is not absence of discrimination on the basis of one's sex, but rather equality of opportunity whereby women and men, girls and boys have equal rights and entitlement to human, social, economic and cultural developments and an equal voice in civic and political life.
Gender Equity	Fairness and justice in the distribution of benefits and responsibilities between men and women, girls and boys in all spheres of life
Gender Gap	A difference in any aspect of the socio economic status of women and men, arising from the different social roles ascribed by society for women and men.

Gender Inclusive	The practice of translating <i>some</i> phrases and words that in the original languages are gender specific, in a way that does not exclude the gender not mentioned, due mostly to context e.g. using “he” or “guys” or “sons” to refer to a gender-mixed group would not be gender-inclusive.
Gender Issues /Concerns	A gender issue/concern arises when there is a discrepancy, discrimination and injustice.
Gender Mainstreaming	The strategy and process of making women’s and men’s concerns and experiences an integral dimension of the University’s functions, so that women and men benefit equally, thus ensuring that gender inequality is not perpetuated. Gender mainstreaming does not simply entail inclusion of women in the University’s overall agenda already dominated by men, but rather it involves a transformative process that requires changes in structures, procedures and cultures that equitably advance the positions of both men and women.
Gender Planning	Developing and implementing specific measures and organizational arrangements for the promotion of gender equity and equality.
Gender Policy	An organization’s policy that integrates gender in the mainstream of its program activities, where the policy also designates institutional arrangements, responsibilities, management functions and tools/guidelines for mainstreaming.
Gender Relations	Relations between men and women in terms of access to resources and decision-making and the relative positions of men and women in the division of resources, responsibilities, benefits, rights, power and privileges.
Gender Responsiveness	The consistent and systematic attention given to the differences between women and men in society with a view to addressing structural constraints to gender equality.
Gender Responsive Policy	Incorporating basic principles for addressing the imbalances and inequalities that have resulted from socially and culturally constructed differences between men and women in a given society. It is in effect a blueprint or guideline for implementing action.

Gender sensitivity	A mind set where people recognize or are aware of gender based discrimination which hinders enjoyment of human rights. It is an understanding and routine consideration of the social, cultural and economic factors underlying discrimination based on sex.
Gender Statistics	This is statistics that identifies, produces and disseminates data that reflect the realities of the lives of women and men, and policy issues relating to gender.
Gender training	The provision of formal learning experiences and skills in order to increase gender analysis and awareness skills, which serve to recognize and address gender issues in the programming process.
Institutionalization	A process which translates an organization's code of conduct, mission, policies, vision, and strategic plans into action guidelines applicable to the daily activities of its officers and other employees. It aims at integrating fundamental values and objectives into the organization's culture and structure.
Mentoring	A symbiotic relationship aimed at advancing careers and career satisfaction for both the mentor and the mentee. Ideally, it is a dynamic, collaborative, reciprocal relationship focused on a mentee's personal and professional development.
MUST Staff	Means a group of people who work for Mbarara University of Science and Technology, who must have gone through the recruitment procedures and have an appointment letter.
MUST Student	Any person who has an admission letter of MUST, fully registered, studies, and is examined by the University body.
Policy	A document of framework of interrelated decisions of procedures and guidelines of what needs to be done by a group of actors concerning imbalances in a given setting as goal.
Service providers	Third party or outsourced suppliers to provide goods and services to the University
Sex	The biological characteristics that make an individual male or female

Senate	A governing body in the University established under section 44 of the UOTIA and is typically the supreme academic authority for the institution.
Stakeholder	An interested party who affects or can be affected by the University's actions
Vendor	A Company / person offering goods or services for sale to the University.
Women Empowerment	Giving women the tools or equipping them with knowledge, skills and capacity to access power and fully participate in decision-making process. Empowerment presupposes full participation on the basis of equality in all spheres of an institution.

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CHAPTER ONE

BACKGROUND

The Vision of Mbarara University of Science and Technology (MUST) is to be a center of academic and professional excellence in Science and Technology. The Mission of the University is to provide quality and relevant education at national and international levels with particular emphasis on Science and Technology and its application to community development.

As a science and technology institution, the university has strategically evolved over the years, from a single faculty with 43 students to the current six faculties and two institutes with over 4000 students. The University is engaged in multiple research and training disciplines that are relevant to the National Development Plan. MUST's uniqueness is its community oriented approach to training.

Since its inception to date, MUST has graduated a total of 10,584 students, of which 4935 are females (46.6%). Below is the breakdown per faculty:

Faculty	Total Graduates	No. of Females	Percentage
FOM	2970	1237	41.6%
FoSc	1893	462	24.4%
FIS	2481	1419	57.1%
FCI	1521	736	48.4%
FoBMS	1719	1081	62.9%
Total	10,584	4,935	46.6%

This is the first gender policy to be elaborated by the University. The policy provides a legitimate point of reference for addressing gender inequalities in all the institutional departments and by all the stakeholders. The anticipated benefits of this policy include: to guide and direct planning and allocation of resources with a gender perspective; increased awareness on gender mainstreaming among top managers who are the decision makers and line managers who are the implementers in all the departments; strengthened partnerships for advancement of gender equity and increased networking in gender issues.

Despite government emphasis on equal opportunities for all, there are emerging development issues that require gender mainstreaming if the institutions are to achieve their worth. These include: new academic programmes that enroll girls and boys, new research innovations that tackle the challenges of men and women, cost center budgeting that require gender sensitive lenses. All these have presented opportunities and challenges in pursuit of gender equality which the policy intends to address.

1.2 Justification for a Gender Policy

Gender equality is one of the pre-requisites for inclusive and sustainable development where every member of society is treated fairly with respect and dignity, and enjoys equal opportunities to realize his/her full potential. In order to address the adverse effects of gender inequalities and injustices in education and sustainable development in general, the government of Uganda developed a National Gender Policy in 1997 that was revised in 2007. The National Gender Policy mandates sectors to develop and implement tailor made gender policies with the ultimate goal of promoting gender equality in their respective sectors.

The MUST Gender Policy is in line with the following mandated frameworks: the 1995 Beijing Platform of Action; the 1979 Convention for the Elimination of Discriminations against Women (CEDAW); the Sustainable Development Goals; Uganda Vision 2040; The National Gender Policy; and the Gender in Education Policy and the National Development Plan (NDP I & II).

Additionally, gender mainstreaming has become one of the core competence areas against which the quality and effectiveness of performance of any academic institution is judged. A gender policy provides an institutional framework within which actions on gender can be taken at all levels. It further provides a framework that enables the University and all its stakeholders to undertake initiatives that are mutually beneficial and lead to the promotion of gender justice and equity.

The integration of gender in program planning and implementation is a mechanism to solve many institutional and societal problems that are rooted in gender inequalities. Gender mainstreaming ensures that gender based challenges faced by men and women are effectively addressed for sustainable positive change. This policy, therefore, is intended to enable MUST to effectively mainstream gender in all its functions in order to close the gender gaps and promote institutional gender parity.

The MUST Gender policy, works hand in hand with other policies that promote equality and inclusion and these include: the HIV/AIDS Policy (2006, Revised 2019), the Disability and Special Needs Policy (2019), the Sexual Harassment Policy (2010, revised 2019) and the Human Resource Manual (2010, Amended 2018). MUST also offers an under graduate training program in Gender and Applied Women Health, in the Department of Human Development and Relational Sciences. The University also has a Gender Focal Person.

CHAPTER TWO

SITUATIONAL ANALYSIS

The first situational analysis of the gender terrain at MUST was conducted in 2012, under the Sida-SAREC funded project by the Makerere University Gender Mainstreaming Directorate. The findings indicated gross gender disparities in student enrolment, staff recruitment, governance and administrative positions and access to research and innovations opportunities among students and staff at different levels.

A second assessment was conducted in 2017, with support from the Africa Development Bank under AfDB – HEST project. The assessment affirmed similar discrepancies. The recommendations of both assessments were: for the University to put in place mechanisms of increasing awareness of staff and students on gender and the need to have a University gender policy.

Nevertheless, MUST like other higher education institutions in Uganda records high levels of gender inequality in student enrolment, leadership levels and staff recruitments, research and innovations as evidenced in the following statistics:

- According to the 2018/2019 student enrollment report, a total of 4142 undergraduate students were enrolled, of these 84.3% were privately sponsored and only 15.7% were government sponsored. Of the government sponsored students, only 27.6% were females, for the privately sponsored students, 38.5% were females.
- MUST however, still records gender inequalities in the students' enrollment for science based training programs. For example as per the 25th Graduation held on 28th October 2018, there are distinct gender inequalities that have a wide range of policy implications:

Faculty	Males	%	Females	%	Total
FoM	177	66.8	88	33.2	265
FoSc	95	77.2	28	22.8	123
FoBMS	102	44	130	56	232
FCI	87	71.9	34	28.1	121
FIS	26	32.5	54	67.5	80

Totals per faculty for undergraduate programmes at the MUST 25th graduation

Whereas it is evident that females do not compete with males in undertaking science and technology programs, MUST gender mainstreaming in the enrollment process might narrow the gap.

Regarding staffing at MUST, the situation is not any different. MUST has a total of 545 employees: two hundred sixty three (263) full time teaching staff of which seventy six (76) are females and one hundred eighty seven (187) are males; sixty six (66) Administrative staff of which twenty seven (27) are females and thirty nine (39) are males and two hundred and sixteen (216) Support staff of which seventy nine (79) females and one hundred and thirty seven (137) are males (HRD, 2018).

CHAPTER THREE

POLICY GOAL OBJECTIVES & STRATEGIES

3.1: Policy Goal

Achieve social inclusion, gender equality and freedom from any form of discrimination for all people, associated with, serving at and studying from Mbarara University of Science and Technology.

3.2: Policy Objectives

The specific objectives directly link with the six proposed institutional components targeted for the desired change. Thus, the objectives of this policy are:

- i. To increase knowledge and understanding of gender issues among MUST community members and stakeholders such that they can identify violations, demands, access and seek redress;
- ii. To institutionalize gender-responsive planning and budgeting;
- iii. To mainstream gender in research and innovations;
- iv. To support gender balance in staff recruitment and student enrollment, retention and performance;
- v. To review and engender MUST curricula and policies;
- vi. To network and form strategic partnerships

3.3. Policy Strategies

Objectives and Implementation Strategies of the Policy

In this part the policy objectives are assigned action strategies to help achieve the objectives.

3.3.1. Objective 1: To increase knowledge and understanding of gender issues among MUST community members and stakeholders such that they can identify violations, demands, access and seek redress.

To achieve this objective, MUST shall promote and enforce a gender-responsive organizational culture.

3.3.1.1: Strategic Actions

- i. Develop and enforce policy guidelines on the use of gender inclusive language throughout the University.
- ii. Review and update all existing University policies, strategies and procedures to eliminate sexist language and establish gender equality.
- iii. Develop and operationalize standard guidelines that shall strengthen gender equality among all university stakeholders.
- iv. Organize special gender orientation programs for members of the University governing bodies, staff and students.
- v. Install compound sign posts for the gender and equity campaign.

3.3.2. Objective 2: To institutionalize gender-responsive planning and budgeting

To institutionalize gender and equity-responsive planning and budgeting, the university shall actively promote resource mobilization and enhance gender and equity budgeting processes.

3.3.2.1: Strategic Actions

- i. Develop and implement a resource mobilization strategy for financing the Gender Policy and implementation activities.
- ii. Design guidelines and implement a gender and equity budgeting training programme for all key stakeholders involved in planning and budgeting processes.
- iii. Establish a mechanism for financial accountability of resources allocated for gender mainstreaming to ascertain that allocated funds are efficiently utilized.

3.3.3. Objective 3: To mainstream gender in research and innovations

To mainstream gender in research and innovations, the University shall engender its research and innovation ventures to address gender issues so as to impact on the community, regional and national development.

3.3.3.1. Strategic Actions

- i. Design and carry out gender-focused research skills development programme for staff members and students.
- ii. Develop guidelines to ensure that all research processes and innovations, irrespective of discipline, integrate gender analysis.
- iii. Design and implement an affirmative action programme to encourage participation of female members of staff in research and innovation.

- iv. Develop and regularly update a databank that is relevant to enhancing equal opportunities for men and women, and align it with the University strategic plan.
- v. Expand gender focused research dissemination mechanisms.

3.3.4. Objective 4: To support gender balance in staff recruitment and retention, student enrollment and performance

The University shall support programmes aimed at improving gender balance in staff recruitment and retention; student enrolment and performance.

3.3.4.1. Strategic Actions

- i. Identify areas of affirmative action towards addressing gender gaps and imbalances in the enrolment of students to programs, particularly for females in science-based programmes.
- ii. Establish mechanisms to attract students of either sex to take up courses which they qualify for but are dominated by the opposite sex.
- iii. Provide gender friendly student support services that enhance successful completion of programs by students
- iv. Establish linkages with educational institutions and other stakeholders to increase enrolment and retention of disadvantaged female and male students.
- v. Institute a mentoring system as a support mechanism for increasing the enrolment and retention of students, especially for female students in science-based disciplines and professions at the University.

3.3.5: Objective 5: To review and engender MUST curricula and policies.

MUST shall take all necessary steps to engender the curricula of all its academic programs.

3.3.5.1. Strategic Actions

- i. Review and engender all existing curricula and ensure that new programmes are gender responsive.
- ii. Impart gender analytical skills and knowledge to all staff to enable them engender the MUST teaching and learning programs and build a gender responsive environment.
- iii. Design and implement crosscutting course unit on Gender and Development for all students at different levels.

3.3.6. Objective 6: To network and form strategic partnerships

The University shall promote and support gender focused networks, alliances and strategic partnerships in order to develop strong gender equality and advocacy within and outside the University.

3.3.6.1 Strategic Actions

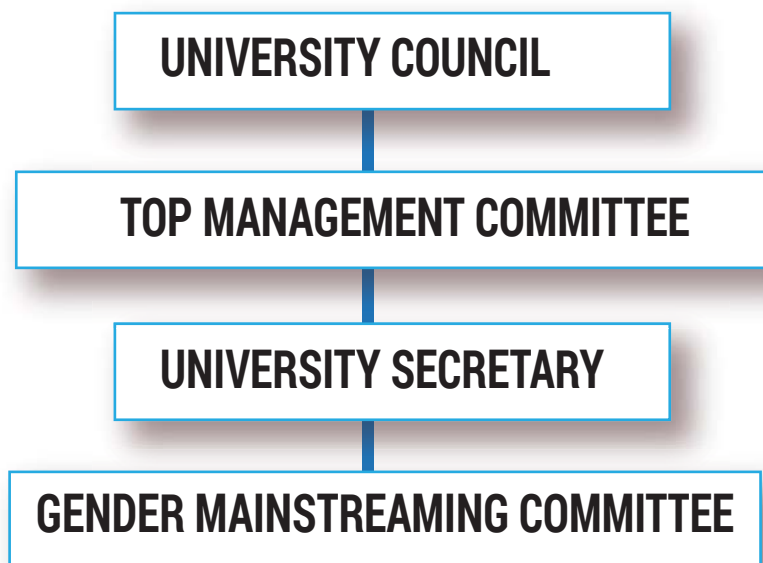
- i. Initiate strategic partnerships through Identification of gender focused institutions and networks to widen MUST knowledge and skills base.
- ii. Develop and disseminate guidelines on engendering outreach programmes.
- iii. Encourage and support the participation of MUST staff and students in national, regional and international conferences and other fora that enhance knowledge sharing on gender issues.

CHAPTER FOUR

IMPLEMENTATION OF THE MUST GENDER POLICY

MUST shall establish a Gender Mainstreaming committee that shall be interdisciplinary in nature to implement activities of the policy. The Gender focal person shall be the secretary of the committee. The Gender mainstreaming committee shall ensure effective implementation and linkage with other equity related policies and frameworks of the University.

FLOW OF ACCOUNTABILITIES FOR GENDER IMPLEMENTATION ACTIVITIES



4.1 Policy Interpretation and Authority

- i. This Policy shall take precedence over all other previous, guidelines and procedures, relating to gender equality and mainstreaming previously approved and/or issued by the MUST Council.
- ii. This Policy shall, however, not override any Act, Statutory Instrument, Instructions or guidelines issued by the Government of Uganda from time to time.
- iii. The established Gender Mainstreaming committee with the guidance from the university legal officer shall provide the necessary technical support to the Accounting Officer who shall have the power to give interpretation or guidance on any matter, paragraph, clause or terminology in this policy that is deemed to be misleading, ambiguous or whose meaning is not clear or not clearly understandable to any person, group or section of users.
- iv. In case of any doubts of the Accounting Officer's interpretation, the final recourse for interpretation of any matter, paragraph, clause or terminology shall be with the University Council through the appropriate committee(s).
- v. The University Council shall from time to time, when deemed necessary issue new gender related guidelines to fill the gaps in this policy.

4.2 Gender Mainstreaming Committee

There shall be a gender committee in the University composed of representation from various units of the University as shall be determined from time to time.

4.2.1 Roles of the Gender Mainstreaming Committee

- i. Make proposals and recommendations for engendering university programs and activities.
- ii. Ensure that gender responsive budgeting is provided for in the overall MUST plans
- iii. Disseminating gender focused information to MUST stakeholders;
- iv. Offer technical guidance and awareness to managers, staff and students on how best to integrate gender in their work;
- v. Contribute to resource mobilization to facilitate gender mainstreaming in the University
- vi. Guiding and supporting other MUST constituencies and stake holders on gender – education linkages;
- vii. Evaluating progress made in mainstreaming gender into MUST work and developing follow-up and corrective actions;
- viii. Reporting to the Top Management through the University Secretary on the progress of work on gender;
- ix. Establishing alliances and strategic partnerships with other gender-focused organizations.
- x. To receive complaints of discrimination based on gender.
- xi. Carry out investigations of the situation of discrimination in and around the University to inform decision making
- xii. Institute mechanisms to address Gender-Based Violence (GBV) against students and staff.
- xiii. Establish a staff and student forum for periodic dialoguing on the situations of Gender mainstreaming at the University
- xiv. Regular and timely monitoring of the operationalization of the MUST Gender Policy and associated implementation strategies

CHAPTER FIVE

MONITORING AND EVALUATION

The Gender Mainstreaming Committee shall develop and share tools for gender mainstreaming such as the baseline tool for collecting gender disaggregated data that will inform implementation. The committee will have a monitoring and evaluation framework with clear gender indicators for tracking performance. The following are some of the gender indicators that shall be continuously monitored for the promotion of gender mainstreaming:

- (1) Student enrollment, retention and completion of programs across all academic disciplines
- (2) Staff recruitment and retention across all levels of employments
- (3) Gender based sexual violence among students and staff
- (4) Research and innovation funding
- (5) Employability of MUST graduates by gender
- (6) Gender responsive budgeting

The MUST Gender Policy shall be reviewed in line with the University strategic plan. The gender mainstreaming committee shall submit proposals for amendment to the University's Top Management Committee that shall then submit to the University Council.

5.1 Complaints and reporting process

- i. It is the obligation of all members of the University community to report incidents of discrimination or harassment based on gender.
- ii. This policy shall provide a prompt, thorough, confidential and respectful process for handling and investigating complaints of discrimination based on gender.
- iii. Any complaint of gender discrimination shall be reported to the most immediate supervisor who shall then forward the complaint to the committee
- iv. Where the immediate supervisor is the suspect of gender discrimination, reporting should be made to the committee.
- v. All individuals who believe they have been discriminated against or harassed/abused shall file a written complaint.

CHAPTER SIX

COMMUNICATION OF THE MUST GENDER POLICY

- i. The Gender Policy will be distributed to all University stakeholders, through the University Website and other media so that it can be widely accessed and read for effective implementation and compliance.
- ii. The Gender Mainstreaming Committee shall organize and hold training sessions for the various stakeholders, to ensure that stakeholders are conversant with the provisions of this Policy.
- iii. The University Council shall receive reports from the University Top Management committee on the implementation status of the policy.
- iv. The Office of the Dean of Students shall include gender awareness and education training during engagements with students.

CHAPTER SEVEN

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CHAPTER EIGHT

APPENDICES

8.1: Guiding Standard Operational Principles (SOPs) for MUST

In fulfilling these requirements, the following guidelines shall be followed:

- i. Since women and men in the University are a heterogeneous group; any interventions put in place shall take into account this heterogeneity in order to achieve meaningful and substantive equality and equity.
- ii. Societal gender dynamics impact on gender initiatives, therefore, linkages shall to be put in place to harmonize interventions.
- iii. Transformation in individual consciousness about gender equality and women's rights as well as organizational culture and governance will be prerequisite for gender equality and women's empowerment at MUST;
- iv. Sustainable development is possible only if based on equal partnership and mutual respect between women and men;
- v. Those who will be at the fore front of gender mainstreaming at MUST are expected to be exemplary to others as the best way to influence them towards the desired change.
- vi. Affirmative action as a modality shall go beyond the Government arrangement.
- vii. Sexual and emotional harassment control guidelines and regulations shall be followed as stipulated in the sexual harassment policy.
- viii. Efforts shall be made to operationalise rights of men and women as stipulated by the international labour laws.

8.2 BUDGET ESTIMATES AND FUNDING ACTIVITIES

ANNUAL BUDGET ESTIMATES FOR FUNDING GENDER ACTIVITIES			
Activity	Quantity	Unit Cost	Total Cost
Commemoration of Days (women's day, 16 days of activism etc.)	2	3,900,000=	7,800,000=
Assorted Office stationery	1	800,000=	800,000=
Working committee meetings	4	300,000=	1,200,000=
Development of IEC Materials	2	1,550,000=	3,100,000=
Policy Consultation workshops and training	2	3,000,000=	6,000,000=
Linkages with other sectors	1		2,000,000=
Total			20,900,000=

Policy Formulation	Position	Institution
Level one consultative & write up	Nov 2016– Jan 17 & 2018	
Dr. Clementia Murembe Neema	Team Leader	MUST
Prof. Roberts Kabeba Muriisa	Member/facilitator	MUST
Dr. Viola Nyakato	Dean (FIS)	MUST
Dr. Rogers Bariyo	Member/facilitator	MUST
Ms. Maureen Kahima	Member	MUST
Ms. Prudence Byambwenu Kemigisha	Member	MUST
Ms. Specioza Twinamatsiko	Member	MUST
Policy Reviewers		
Level 2 presentation	June & 19 Nov 2018	MUST Policy sub-committee
Dr. Clementia Murembe Neema	Chairperson	HOD Human Relations- FIS/MUST
Dr. Resty B. Ndholorwa	Member	MOE/ADB HEST
Dr. Viola Nyakato	Member	Dean FIS/MUST
Dr. Medard Twinamatsiko	Member	Secretary Policy sub- committee
MUST Policy sub-committee	Comments	19 th November 2018
Level 3 presentation	26th November 2018	Top Management
Level 4 Presentation	26th April 2019	Finance Committee of Council





P.O. Box 1410, Mbarara
Uganda



www.must.ac.ug



+256 4854 21387



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