



# Gender Mainstreaming Capacity Needs Assessment Report

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**Gender Peace and Security Programme  
Peace and Security Department  
African Union**

**September 2018**





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## Acronyms

AU	African Union
AULO	African Union Liaison Office
CMPCRD	Conflict Management and Post Conflict Reconstruction Division
CPCEWS	Conflict Prevention and Continental Early Warning Division
DSD	Defence and Security Division
GPSP	Gender Peace and Security Programme
HQ	Headquarters
PMT	Programme Management Team
PoW	Panel of the Wise
PSC	Peace and Security Council
PSD	Peace and Security Department
PSOD	Peace Support Operations Division
SDGEA	Solemn Declaration on Gender Equality in Africa
UN	United Nations
UNSCR	United Nation Security Council Resolutions
WPS	Women, Peace and Security



## Executive summary

The Gender Mainstreaming Capacity Needs Assessment was undertaken as part of the implementation of the Gender Peace and Security Programme of the AU Peace and Security Department (PSD) to map out the institutional capacities for gender mainstreaming and the implementation of the Women, Peace and Security (WPS) Agenda in the AU Peace and Security Department.

The assessment attempts to gauge the Organization's capacity on the basis of various areas such as importance placed on gender equality and gender mainstreaming in the everyday work, the understanding of gender concepts and the Women, Peace and Security Agenda, the knowledge of the main international and AU policy framework on WPS, and the practice of using of tools and guidance notes on gender mainstreaming, and last but not least the process of sharing of best practices.

The results of the assessment will be used to plan future activities for capacity building and information sharing on gender mainstreaming and Women, Peace and Security at the institutional level. The assessment was undertaken in the form of a questionnaire, shared with staff from AU PSD Headquarters, Liaison Offices and Missions. The AU PSD comprises five Divisions in Headquarters, 10 Liaisons Offices and three Missions. A high number of assessment were collected, from AU PSD HQ, AULOs and AU Mission, showing high interest in and commitment to gender equality and the WPS agenda and willingness to support to Gender Peace and Security Programme's team in aligning the planning of the Programme's activities with the needs of staff.

Results show that the majority of the respondents belong to the Peace and Support Operations Division, Conflict Prevention and Continental Early warning System Division and AU Liaison Offices. The results show a high interest from staff in learning more about gender mainstreaming and Women, Peace and Security in order to implement it in their everyday work. Capacity building activities, trainings and the development of tools and guidance notes appear as key priorities to ensure that gender is mainstreamed in the work of the Department. In the next two years of its implementation the Gender Peace and Security Programme will plan activities in these areas.

The Gender Mainstreaming Capacity Needs Assessment was conducted for the first time in 2018, and it was a useful and enlightening exercise. Staff's commitment and support facilitated the process and made the Assessment a success. It is strongly encouraged and suggested to undertake the Assessment on a yearly basis in order to compare the changes in perceptions, attitudes, and preparedness on Women, Peace and Security and gender mainstreaming.



## Introduction

The **Gender Mainstreaming Capacity Needs Assessment** has been undertaken to assess the interest and knowledge of the staff from the Peace and Security Department (PSD) on gender mainstreaming in peace and security activities. The assessment is a tool to determine the kind of assistance needed by PSD's Divisions in their attempts to mainstream gender in their work.

The assessment is part of the implementation of the **Gender Peace and Security Programme 2015-2020** (GPSP). The GPSP is aimed at facilitating gender mainstreaming and debate in the field of gender and peace in order to enhance the dialogue around gender, peace and security and contribute towards coordinated programming in this area. The assessment provides concrete information that will be used for the planning of the implementation of the GPSP strategy from October 2018 till December 2020. The GPSP is in line with Protocols and Declarations that African Union (AU) Member States have already signed up to and have obligations towards, such as the **Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa**, the **Solemn Declaration on Gender Equality in Africa** (SDGEA) and the **United Nation Security Council Resolution 1325 (2000)** on Women Peace and Security (WPS). The GPSP implementation is therefore within the scope of existing gender sensitive instruments of the African Union Commission.

The **goal** of the assessment is to **measure the existing knowledge** of the Women, Peace and Security Agenda and the main gender concepts, together with their **integration** into the daily work of the different PSD divisions in order to get a full picture of the experiences, perceptions and needs of the staff.

What emerges from the survey is valuable for defining ways to support the PSD staff, especially for the implementation of the Gender Peace and Security Programme for the period 2018-2020. It helps to understand where action is required to make sure that commitments on Women, Peace and Security are matched with internal capacity and that the right support provided to staff in order to pursue the WPS agenda within their work.

The survey collected perceptions, individual experiences and the views that staff has on their own and the Department's mechanisms to mainstream gender. The results that follow shows that there are gaps that need to be addressed in terms of gender mainstreaming capacity building but they do not diminish the work that is done everyday by staff to deliver on their objectives, including on Women, Peace and Security. Through the responses, the staff has openly indicated where these gaps are. This is valuable information that must be taken up and used as best as possible to support Divisions.



## Methodology of the Analysis

The Gender Mainstreaming Capacity Needs assessment was developed both in English and in French and comprises 18 questions in multiple-choice and open answer format. The information provided is confidential and anonymous unless otherwise indicated, in order to allow respondents to express freely their opinions. The survey was distributed both electronically and manually to PSD staff from HQ, AULOs and AU Missions and results have been collected from July 2018 till September 2018. The total number of survey collected is **86**. However, as some questions got no responses, the numbering changes question by question.

For the purpose of clarity the assessment is divided into five main categories:

- **Profile of the respondents to the survey** (question 1 to 3):
  - 1 In which Division/Unit/AULOs or Mission do you work?
  - 2 What is your position level?
  - 3 Do you think it is important to incorporate a gender perspective in your work?
- **Knowledge on gender mainstreaming and WPS** (question 4 to 7):
  - 4 How would you describe your level of understanding of the following concepts, and would you like to know more about them (Gender analysis, gender mainstreaming, WPS agenda and gender indicators?)
  - 5 How familiar are you with the UN Resolutions on Women, Peace and Security?
  - 6 How familiar are you with the AU policy framework on Women, Peace and Security?
  - 7 Do you consult the Gender Focal Point in your Division?
- **Training needs** (question 8 to 11):
  - 8 Have you received any training on gender issues?
  - 9 If yes, which type of training, and which topic?
  - 10 Would you like to participate in training about gender mainstreaming and Women, Peace and Security?
  - 11 Which specific topics would you like to discuss in the training?
- **Gender mainstreaming practices**, from question 12 to 16;
  - 12 What would you suggest are key priorities for PSD to ensure in regards to mainstreaming gender in its work?
  - 13 Could you briefly explain how gender is mainstreamed in your work
  - 14 Do you use guidance documents on gender mainstreaming (such as guidance document on gender mainstreaming in SSR, CEWS...) or gender analysis in your work?
  - 15 If not, would you like to receive support in mainstreaming gender in the work of your Division, such as guidance documents and/or tools?
  - 16 What kind of support do you need to mainstream gender and incorporate the Women, Peace and Security agenda in your work?
- **Sharing best practices** (question 17 to 18):
  - 17 How do you assess and share best practices in your unit/Division?
  - 18 Would you like to have access to a knowledge platform where to find best practices, documents, lesson learnt on gender mainstreaming in PSD work?

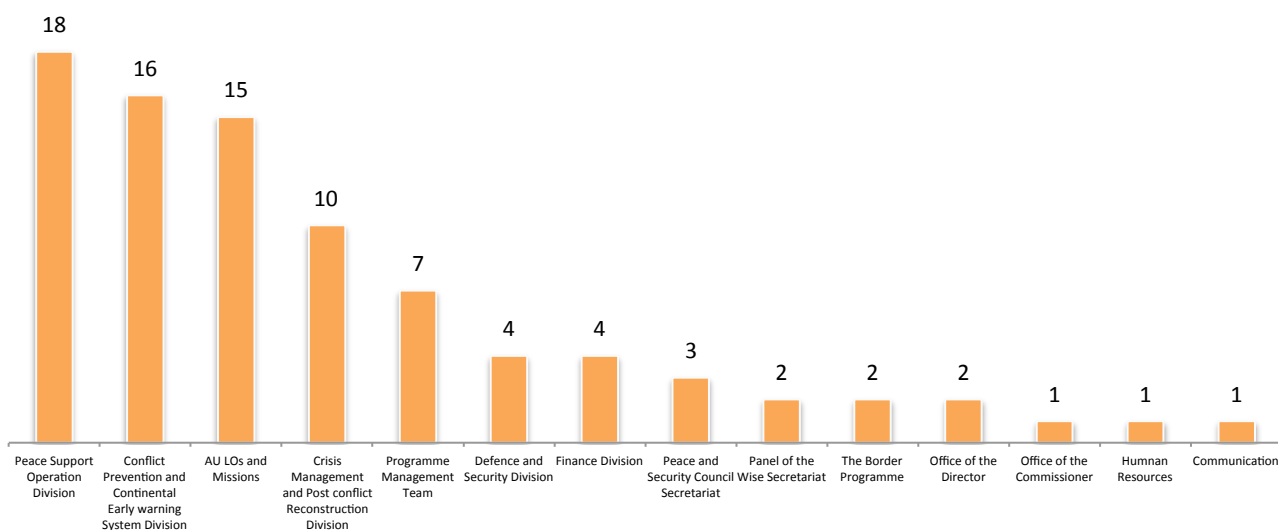
## Analysis

### Profile of the respondents to the survey

The first two questions of the survey focused on identifying the profile of respondents, meaning knowing the Division they work in, the position level and the importance placed on gender mainstreaming in their work. The results might give an idea of which are the most active Divisions, however we consider that missing responses might be due to a tight workload and absence due to missions or leave.

The majority of the respondents works in the Peace Support Operations Division (18) (PSOD), followed by Conflict Prevention and Continental Early warning System Division (16) (CPCEWS), AU Liaison Offices (15), Crisis Management and Post conflict Reconstruction Division (10) (CMPCRD), Programme Management Team (5), Defence and Security Division (4) (DSD), Finance Division (4), Peace and Security Council (3) (PSC), Panel of the Wise (2) (PoW). Five respondents are part of other Division/Offices classified as 'other'. These are: Communication, Office of the Director (2) and Office of Commissioner, PSD Human Resources.

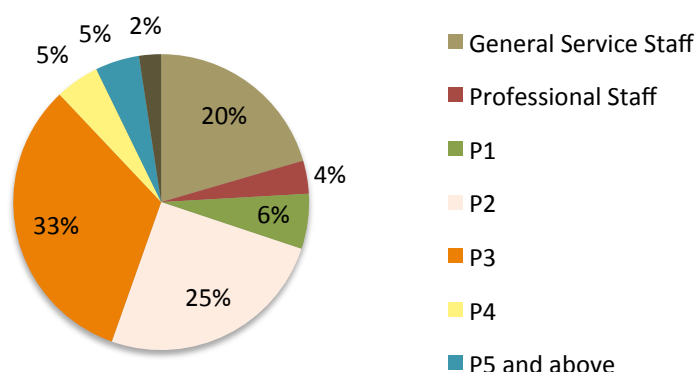
#### Q1. In which Division/Unit/AULOs or Mission do you work?



As regard to the position level, the majority of the respondents occupy P3, P2 and General service staff. We had four respondents who are P5 and above. It was particularly impressive and positive to receive a survey from an AU Special Representative of the Chairperson of the Commission (SRCC). This constitutes certainly a good example and firm commitment from the top management, which could support in lobbying for having more response from the hierarchy.



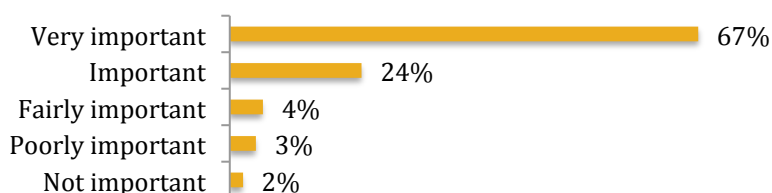
## Q2. What is your position level?



The last question to portrait the profiles of the respondents is about **perceptions**, namely the degree in which answerers think it is important to mainstream gender in their work. Positively, almost 70% of the respondents stated that it is **very important** to incorporate a gender perspective in their work. Only two (2%) said that it is not important and three that it is poorly important (3%). We think that this might be mostly due to the lack of concrete trainings and examples on what is and how to practically apply gender mainstreaming and implement the Gender, Peace and Security agenda.

Generally, this question had a significant result, as acknowledging the importance of having a gender perspective represents the first step to apply gender lenses in the daily work. Therefore, support to the respondents who are more resistant towards gender mainstreaming is needed.

## Q3. Do you think it is important to incorporate a gender perspective in your work?



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The information collected so far portrait respondents belonging mostly to Peace and Support Operations Division, Conflict Prevention and Continental Early warning System Division and, AU Liaison Offices, being P2, P3 or General Staff and placing a high importance on incorporating a gender perspective in their work. The next paragraph will analyse what is the level of knowledge and understanding of specific gender-related concepts and will investigate which are the skills, and capacities which are needed be built in order to back up the acknowledgment of importance of applying gender lenses.

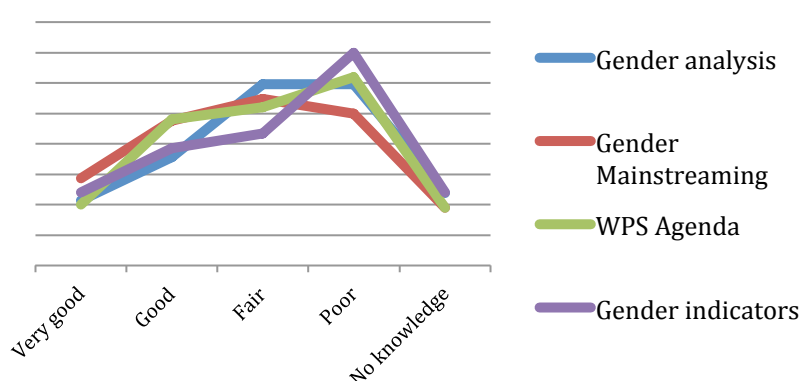


## Knowledge on gender mainstreaming and WPS

This section focuses on staff familiarity with key concepts such as: gender analysis; gender mainstreaming; WPS agenda; gender indicators; international and AU normative framework on gender, peace and security. The responses have shown that the areas where the staff has less knowledge about are gender indicators and gender analysis. Almost half of the respondents has a poor or no knowledge about gender indicators (47%) while slightly more than 40% has none or poor knowledge of what gender analysis is. This was an expected result, as gender indicators are an area where trainings and capacity building is needed in order to learn about, and understanding how to conduct and use a gender analysis is difficult and methodological.

Q4. How would you describe your level of understanding of the following concepts, and would you like to know more about them?	Very good	Good	Fair	Poor	No understanding
Gender analysis:	10,7%	17,8%	29,8%	29,8%	11,9%
Gender mainstreaming:	13,3%	23,8%	27,4%	25%	9,5%
Women peace and security agenda:	9,5%	23,8%	26,2%	31%	9,5%
Gender indicators (e.g. indicators on the UNSCR 1325):	12%	19,3%	21,7%	35%	12%

On the contrary, almost 60% of the respondents has a very good, good or fair knowledge of gender mainstreaming, representing the area where the staff is most familiar. The Women Peace and Security agenda is another area where there is a good level of familiarity with, with a few number of respondents reporting no knowledge about it. This is important, as the WPS agenda is an integral aspect of PSD work.



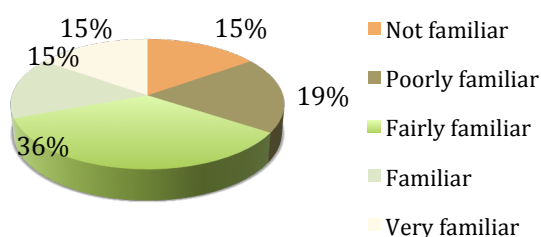
Generally, half of the staff has an in-between good and fair knowledge of all the concepts. This is not a negative result, as only about 10% of the respondents have absolutely no understanding about them. Support in the form of training and capacity building in these areas should be provided.

The results of question four match with the results of questions five and six about staff familiarity with the UN Security Council Resolutions and AU policy framework on Women, Peace and Security. An interesting data that can be acquired from the results is that the respondents have a greater familiarity with the UN

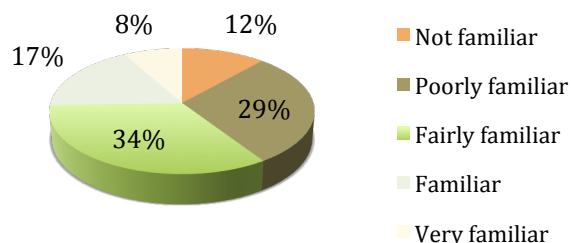


Security Council Resolutions on WPS (66% is fairly familiar, familiar and very familiar, 34% poorly and not familiar) then they have with AU policy framework on WPS (59% is fairly familiar, familiar and very familiar, 41% poorly and not familiar). Though it is very important to be familiar with the UNSCRs on WPS, it is likewise important to know AU policy framework on WPS, especially when working within the Institution. These results show us that there is the need to present and discuss more about the AU framework on gender, peace and security.

**Q5. How familiar are you with the UN Resolutions on Women, Peace and Security?**

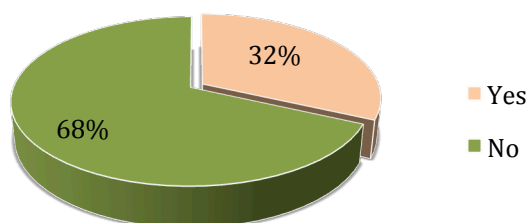


**Q6. How familiar are you with the AU policy framework on Women, Peace and Security?**



The last question in this section is about the role of Gender Focal Points (GFPs). There are currently seven Gender Focal Points in AU PSD Division's, which make up the Gender Task Force which was created in 2017

**Q7. Do you consult the Gender Focal Point in your Division?**



and is responsible for: i) identifying all gender issues related to peace and security; ii) Providing feedback and advising PSD's Divisions and AUOs to ensure that gender is mainstreamed in their planning and budgeting processes; iii) Identifying challenges and priorities in line with the Department Gender mainstreaming strategy.

Gender Focal Points should be seen as a point of reference by colleagues in order to have more information and assistance on mainstreaming gender. However, the practice of consulting them is not institutionalized yet. Less than one-third of the respondents consults Gender Focal Points in their Divisions. Though it would be ideal to have more staff consulting the GFPs, there is the need to be careful and avoid overloading them, as on top of being GFPs they also have their job to perform. The ideal strategy is to support the Gender Task Force with specific capacity building on WPS and gender mainstreaming (first basic training followed by training for trainers) so to be able to train their colleagues on the basic concepts.

With the last four questions (Q4, Q5, Q6 and Q7) we have analyzed the level of familiarity with some key gender concepts, and the UN and AU framework on gender, women, peace and security. The next paragraph will focus on the training needs of staff.



## Training Needs

The next four questions collect information about the training needs of respondents. A mix of closed and open answers have been used to allow respondents to provide their inputs, feedback and suggestions. The first priority was to establish a baseline on the number of staff that have, and have never received a training on gender issues. The results show that almost 60% of respondents have never received a training on gender issues. This is a valuable data as it explains why staff has a high interest but it is not yet too familiar with the concepts and why gender is not fully a practice in their work.

### Q8. Have you received training on gender issues

Yes	43%
No	57%

### Q10. Would you like to participate in training about gender mainstreaming and WPS?

Yes	96%
No	5%

Positively, there is a high interest in participating in a training on gender mainstreaming and WPS. Only three respondent has reported the lack of interest in undertaking such a training, while 81 respondents have reported interest (two did not respond to the question). This is a very valuable and positive data as it show high interest in the topic. Interest is the first step to pursue the WPS agenda within PSD work. However, once there is interest, it needs to be reinforced with the necessary support and capacity building activities .

Some of the respondents who have already received a training on gender issues have specified the main topics of the training they attended. The following table lists the areas in which some of the respondents have been trained. To get a clearer picture of the relevance of these trainings with PSD work on WPS we have grouped the reponses in three categories: i) Women, peace and security and gender maistreaming related trainings; ii) General training on gender issues (such as gender studies, women's rights); iii) Not gender specific training. Results show that many interviewees have received a training in the field of gender, peace and security and gender mainstreaming, among them we estimate that about ten have attended a training on gender mainstreaming and UNSCR 1325 organized as part of the implementation of the Gender Peace and Security Programme in 2017.

### Q9. If yes, which type of training, and which topic?

#### Women Peace and Security and Gender Mainstreaming related training

Training on gender mainstreaming and UNSCR 1325 (10 respondents)  
Intégration Genre dans les processus de Désarmement, Démobilisation et Réintégration  
Conflict sensitivity, gender and communication in fragile context; Gender equality;  
Gender conflict analysis training; WPS  
Gender and peace building, Leadership and gender  
Training on Sexual Gender Based Violence - UNHCR  
General Gender Mainstreaming Training

#### More general training on gender issues

Gender studies at University  
Gender equality by CEDAW  
Women's Rights

#### Not gender specific training

UNITAR  
Training on the protection of civilian  
Many but not while in the AU  
Ethics training at the AU  
Academic seminar  
Conflict management (Kenya)  
Protection of Civilians in AU PSOs



Women Peace and Security (UN)
Gender sensitive planning and implementation in Development
Women's role in peace building- WANEP Ghana
Sur la participation des femmes dans les groupes armés avec l'ONG Geveva Call
Women in leadership
Gender Mainstreaming (and gender equality) (2)
Gender Mainstreaming in Programme and Projects
Training to trainers on gender and conflict prevention
Approche genre dans les organisations
Gender in peace operations, Gender and Post conflict reconstructions context etc.
Renforcement des capacités sur la notion du Genre

When talking about trainings on gender mainstreaming and WPS it is important to take into account the variety of sectors covered by the AU Peace and Security Department. For this reason we have asked the staff to express their preferences among seven topics, which are aligned with the main working areas of PSD Divisions, namely: Gender mainstreaming in SSR; Women's role in mediation, peace-keeping; Concepts; Gender mainstreaming in Post conflict reconstruction; Gender mainstreaming in Early warning; Human Rights Based Approach and Gender Mainstreaming; Gender problem analysis. As the table below shows, the majority of the respondents expressed interest in learning more about Women's role in mediation, peace building, peacekeeping, followed by a training on basic Concepts: what is gender mainstreaming, results based indicators for gender, the Women Peace and Security Agenda.

***"The training should aim at providing the basic theories of gender in order to enable staff apply it to any and every situation rather than limit it to gender and a specific field." (Respondent's open comment)***

The high interest (63%) in women's role in mediation, peace building, and peacekeeping it's strongly linked to the core work of PSD in AUOs and missions. The Peace and Security Department is already active in the field of women's role in mediation, especially with the recently launched initiative "FemWise Africa", which aims at strengthening African women's participation in conflict prevention, mediation processes and peace stabilisation efforts.

We consider a valuable result that training on gender concepts is also one of the most required (55%) together with the one on Human Rights Based Approach and gender mainstreaming (51%) as it shows that before moving on with technical and thematic trainings it is more important to familiarize with the concepts. This result is in line with GPSP team training plans.



Q11. Which specific topics would you like to discuss in the training?	N° of respondents <sup>1</sup>
Women's role in mediation, peace-building, peacekeeping	63% (54)
Concepts: what s gender mainstreaming, Results based indicators for gender, the Women Peace and Security Agenda etc.	55% (47)
Human Rights Based Approach and Gender Mainstreaming	51% (44)
Gender problem analysis and the chain of result for project and program design	44% (38)
Gender mainstreaming in Post conflict reconstruction	40% (34)
Gender mainstreaming in Early warning	34% (30)
Gender mainstreaming in Security Sector reform	33% (28)

Some respondents have provided some open comments:

#### Open comments Q11:

Gender Analysis in Peace Support Operations

Mainstreaming gender in Disarmament, Demobilisation and Reintegration (DDR)

Role of women in preventing and countering of Violent Extremism

Gender mainstreaming in behaviour change communication

Mainstreaming Gender in Peace processes: Cease-fire Agreements and Peace Agreements

Gender and the link to ongoing reforms

The role of women in mediation, peace building, peacekeeping, need to be taken in priority

La question de la participation des femmes aux processus de médiation, de réconciliation, de maintien de la paix est essentielle sur le terrain

The training should aim at providing the basic theories of gender in order to enable staff apply it to any and every situation rather than limit it to gender and a specific field – like SSR or early warning!

Gender mainstreaming in post conflict reconstruction

Gender Mainstreaming in PSOs would be ideal

It is important to have training on gender mainstreaming and security in general and touch in all areas related to peace and security (prevention, management and post-conflict reconstruction and development)

Looking at AU's Gender Program with the RECs/REMs

Gender Mainstreaming in Peace Support Operations

The next paragraph focuses on how gender is mainstreamed by staff. Open questions have been used to let respondents describe with their own words how they apply a gender perspective in their work.

<sup>1</sup> Important to note that respondents have selected more than one area. Here we present the sum.

## Gender Mainstreaming practices

This section attempt to analyze and portrait the way in which gender is currently mainstreaming in PSD. The table below shows the open answers provided by respondents about what they think are the key priorities for PSD in regards to mainstreaming gender in the work of the Department. For clarification and systematization of information we have clustered the responses into four broader categories:

1. **Leadership, recruitment and glass ceiling.** This area groups all responses suggesting that priority should be given to increasing the number of women occupying leadership positions in the workplace.
2. **Increase knowledge and awareness.** This area collects the open answers that have highlighted the need to have more awareness raising, capacity building and training on gender mainstreaming and WPS.
3. **Support with documentation, tools and policies.** This group collects the responses suggesting that one of the main priority for PSD to enhance the quality and quantity of gender mainstreaming is the development of tools and guidance for the staff.
4. **Deployment of Gender officers / support groups.** This area collects the open answers that expressed the need to deploy Gender and Women Protection Officers both in the AULOs mission and Divisions.

These clusters are not fixed and they are often linked to each other. Ideally, all the four areas need to be taken into consideration to mainstream gender at the institutional level. Some respondents have expressed the need to have support in more than one area.

The majority of respondents have expressed that capacity building and trainings are key priorities to ensure that gender is mainstreamed in the work of PSD (41%). This result is in line with the analysis done so far. A deeper and practical understanding of how gender mainstreaming works and how to implement the Women Peace and Security agenda is key, especially when there is a considerable number of staff that has never attended a training on these issues. Remarkably, some respondents highlighted the need of support in specific areas like gender sensitive budgets as well as gender indicators. Overall, the majority expressed capacity building on gender mainstreaming as a priority.

Strongly interlinked with this area is the need to provide tools and guidance notes to staff. 30% of the interviewees indicated the provision of tools and policies as a key priority for PSD. Capacity building and development of tools are strongly connected and reinforce each other: training is a crucial step that can initiate the process of using tools and guidance notes in the longer period. Tools are not used if there is no familiarity with the concepts and the rationale behind them.

Yet, policies and tools should be at the disposal of PSD staff in order to mainstream gender in a practical way, and not just theoretically. For this reason the GPSP team is planning a double approach: providing capacity building on general concepts and thematic areas together with the development of a platform where to find tools, guidance notes and a repository of relevant policies.



A small number of respondents expressed the need to deploy gender officers. At the organizational level, it is important to have gender expert, officers and/or gender advisors working full time on gender issues. Though everyone should apply a gender perspective, it is also true that not everyone can be a gender expert. It is a position that should be filled by experienced professionals.

**Q12. What would you suggest are key priorities for PSD to ensure in regards to mainstreaming gender in its work?**

**Increased knowledge and awareness about GM and WPS**

1. Knowledge of legal instruments on gender; grasp of the concepts; cultural sensitiveness.
2. Effectuer une budgétisation sensible au genre en prévoyant un fonds pour des activités orientées vers le genre, particulièrement les femmes
3. Giving training on GPSP
4. Mainstreaming gender into all programmes
5. Incorporating a gender perspective into analytical work, supporting this work with trainings and capacity building
6. Get a focused approach on gender mainstreaming, instead of covering broader concepts
7. I think the priority is Advocacy; to sensitize the staff on what it means by Gender (concept) and why it is important to mainstream gender into our work. Basic introduction is the first thing to do. Then depending on their area of expertise, subject specific training will follow
8. Training and retraining for all PSD on Gender Mainstreaming
9. Create an awareness to all staff about it
10. Sensitize, build and strengthen capacities of the staff on a regular basis
11. Gender mainstreaming should be considered in all projects implemented by PSD
12. Former tous les fonctionnaires à cette notion et les convaincre sur la pertinence de la prise en compte de la dimension genre. Car personnellement, je n'en suis pas convaincu. Je voudrais suivre ces formations modulaires pour être convaincu
13. Ensuring that the Departments are fully aware that gender mainstreaming is not just for women
14. Show indicators/ results of what women can achieve in conflict prevention (mediation), management, and resolution
15. Raising awareness and holding accountability of staff to mainstreaming gender
16. Training day and awareness raising sessions at decision and operational levels
17. Ensuring delivery of appropriate training at all levels within the department on gender mainstreaming
18. Gender sensitive reporting (data) and Gender sensitive programming and budgeting
19. Gender mainstreaming in AU PSOs
  - o Gender mainstreaming in AU Liaison offices activities
  - o Gender mainstreaming in conflict prevention and post conflict situations
  - o Gender mainstreaming training and awareness raising to PSD personnel
20. PSU should facilitate training for staff on gender related issues, consider recruiting more female staff and mount advocacy campaigns to highlight the plight of women and children in conflict areas
21. Introducing the concept: Gender and gender equality, using different platforms especially the impact it has in the decision making processes to address the needs of both women and me. This to be followed by addressing the issue of women and men representation in a given context. Then incorporating gender perspective into the design, implementation, M&E of programmes to promote equality between women and men
22. Gender mainstreaming awareness training for all staff
23. Knowledge
24. Training and reinforcement of capacities
25. To organize training for women of NGO in post conflict mission and authorities on women and conflict prevention
26. Training at all levels and development of standard guidelines for analysis and reporting on gender peace and security
27. Creating awareness among staff to understand what gender mainstreaming means, current status within PSD as well as the importance/need of mainstreaming



28. La formation du staff du Département sur les questions de genre
29. Information Education and Communication on the impact of gender in Peace Support operations
30. The first most important Key priority is to ensure that PSD creates platforms for staff to actually understand what Gender mainstreaming is all about
31. Sensitive Heads of Divisions and Units in the various gender issues, policies and concepts

#### **Support with documentation, tools, and policies**

1. Development and use of a Guidance Note on Gender Mainstreaming
2. Development and use of a Five-Year Results Based Framework for the Department
3. Gender mainstreaming in policies and guidance documents developed by PSD
4. Provide an all access resource centre where documentation, policies and other relevant information on gender mainstreaming can be easily obtained
5. Ensuring the gender isn't too abstract – have gender analysis, reporting tools, assessment guides etc.
6. Gender policies should be updated and included in all policy documents including empowerment
7. To design, implement, monitor and evaluate programmes
8. Gender specific policies
9. Political commitment
10. To be including in all PSD's plans and policies.
11. Gender analysis, policy development as well as operational interventions within the department
12. A gender sensitive reporting mechanism should be in place
13. Gender mainstreaming in Post conflict reconstruction
14. Gender sensitive reporting
15. Directives, research and analysis
16. Gender analysis
17. Development of guidelines on Mainstreaming gender in PSD
18. Gender mainstreaming in all the Department activities
19. Application of gender mainstreaming in policy analysis and development
20. PSD involves different Divisions so it is better to be broad and cover all angles related to peace and security: Women's role in mediation, 2) mainstreaming women's issues in PCRD in SS 3) Women in justice and rule of law
21. Promotion of gender equality. Focus on the substantive work of the organization
22. PSD should not be particular in this regard. It just need to utilise the AUC instruments on gender and make sure all the programmes and projects incorporate gender aspects
23. Intégration du genre dans la gestion préventive des conflits, notamment la médiation;
  - Plus de sensibilisation autour de la question genre et sur importance dans les professes de paix et de sécurité.
  - Intégrer la dimension genre, est une ...valeur ajoutée aux règlements des conflits en affriquée et aux professes de paix et de sécurité.

#### **Participation, Leadership, Recruitment and glass ceiling:**

1. Le département devrait commencer par donner l'exemple en employant plus de femmes à des poste de responsabilité : par exemple pas une seule femme Senior political Officer dans aucun bureaux de liaison).
2. A fair and balanced recruitment process
3. Donner plus d'opportunités au femmes
4. Women leadership
5. More participation of women in Leadership roles
6. Equal or near equal representation of women to ensure that the concerns of women are adequately addressed
7. To increase recruitment, detention and advancement of women
8. Acknowledging the significant role women can/are playing towards creating a peaceful and secured Africa
9. Labour standards



10. Gender balance within the Department
11. Involvement of women at the top management of the Department. Include women in the leadership of the PSD.
12. Leadership
13. Il s'agit de créer et pouvoir des postes s'occupant du genre dans les Bureaux de liaison et Missions avec un répondant au Siège.
14. Equal representation of both gender in key positions within the department
15. Participation
16. Promouvoir et appuyer la participation active et significative des femmes aux mécanismes de prévention et de résolution des conflits tant de manière formelle et informelle. Accroisse la participation des femmes et filles à tous les efforts de maintien de la paix.
17. Promouvoir la participation aux processus de paix, de sécurité et de reconstruction, l'intégration de la dimension genre dans les programmes DDR et RSS

#### **Deployment of Gender officers / support groups**

1. Deploy gender Officers to the missions
  - Deploy Women Protection Officers to the missions
  - Deploy Child Protection Officers to the missions
  - Developing gender mainstreaming policies and strategies for the missions
2. We need Gender Desk Officer for the Division
3. Establish a gender mainstreaming support structure
4. Fonctionnaire en charge des questions du Genre dans les Bureaux de liaison UA & autres Missions de terrain

Question number twelve is strongly related to question number sixteen, where from the key priorities we switched asking which is they type of support needed. Again, we have clustered the open responses into two broader categories:

- Tools, guidance notes and policies
- Increase knowledge and awareness.

There is matching between the responses to the two questions, though when expressing the type of support needed to mainstream gender and incorporate the WPS agenda the responses show a greater need of tools and guidance rather than increase knowledge. This result can be explained by looking at the terminology. Support is usually perceived as a concrete help, thus tools and documentation.

#### **Q16. What kind of support do you need to mainstream gender and incorporate the Women, Peace and Security agenda in your work?**

##### **Tools, guidance notes and policies**

1. Booklets, power points....
2. Gender handbooks, guidance notes, case studies on mainstreaming gender and basic principles for effective mainstreaming
3. Un recueil des instruments pertinents sur le genre, la paix et la Sécurité
4. Tools and programme based on situational analysis and not copy and paste activities
5. A better understanding of gender problem analysis, the different gender indicators that could be applied to my work (i.e. program design)
6. Further developing the effective development rationales for gender mainstreaming
7. Un accès aux documents relative au question de genre
8. Collaborations on programmes design and implementation.
9. Aligning reports to incorporate gender mainstreaming



10. I suggest we all need an indicator review support from experts for CEWS in order to achieve improved monitoring. I also suggest there is a need to review and support the situation and early warning analysis (reports) within CEWS and suggest to responsible people on how to make it gender sensitive.
11. Perhaps something on the role of women in disarmament.
12. The gender mainstreaming in SSR, CEWS documents, for instance, have not been shared with staff, and so cannot be used.
13. Funds and expertise
14. Gender Analysis tools, how to plan strategic interventions
15. Development of gender analysis in assessment, project implementation, reporting and communication
16. Les politiques relatives au genre, le les ressources financières et les moyens
17. Gender analysis tools; support from management on programming and budgeting priorities
18. Developing standardized reporting template for the division and the AULO
19. Review of policies, doctrine or reports when needed to cover the gender perspective, review of policy templates developed to see if the gender perspective can be factored in and when, assessments of missions are done, maybe to take up the gender related recommendations to see how best the mission can improve its gender mainstreaming
20. Developing advocacy material, information, communication tools and networks to increase awareness and reach out to more women
21. Technical support
22. Besoins en support visuels (matériel promotionnel) pour la MISAC + autres documents pertinents sur l'agenda "femme paix et sécurité"
23. Support informatif
24. Tout les support pertinent sur l'intégration du genre
25. Gender mainstreaming in technical support and how they relate with gender equality
26. For a start, I would simply like to be provided with guidance documents related to gender mainstreaming.
27. Discussion (2)
28. In-depth research to identify the underlying challenges which hinder/discourage women from participating in PSOs. Opportunities have been availed but still there are few women involved in PSOs.
29. Les support disponible
30. Need to be more familiar with AU policies and guidance on gender mainstreaming
31. Indicators for monitoring programme implementation
32. Develop gender mainstreaming processes and tools
33. Develop a gender information management systems
34. Creating awareness of availability gender mainstreaming tools in the PSD Resource Centre
35. CDs, video
36. The engagement of the Gender Peace and Security programme in the platforms (interdepartmental taskforce, workshops) we convene for the development/validation of policy documents is crucial for the effective implementation of the mandate of the office. In addition to the formal platforms, the establishment of informal chains of contact with the various divisions of PSD will significantly enhance the integration of gender elements in the work of PSD
37. Mettre a la disposition de la division tout texte en rapport avec l'agenda" femme, paix et sécurité", afin de comprendre le contexte et l'ajouter dans notre service d'une manière au d'une autre
38. Very little happens so any contribution is welcome
39. Gender mainstreaming should be included in the ToRs of officers and PSD as a whole

#### **Increase knowledge and awareness**

1. Awareness creation in gender mainstreaming
2. Sensitization and capacity building trainings
3. Coaching, training, teamwork with gender officer of the mission
4. Training (7)



5. Une formation globale sur l'ensemble de ce concept et sur tous ses aspects. Je cherche surtout à être convaincu de la pertinence de ce concept
6. Training in mainstreaming gender right from project planning should be accorded to all professional staff.
7. Knowledge and guidance
8. To create a platform to discuss and transmit knowledge on gender
9. Capacity building / training
10. Training for myself and relevant documents
11. Training to clearly delineate the activities to be undertaken and set priorities
12. Training on how to accomplish it
13. Training and orientation
14. Sharing of knowledge/coaching/mentoring on gender mainstreaming
15. Renforcement des capacités, les compétences
16. Tous documents juges importants relatifs au concept genre, Résolutions et conventions des NU, textes règlementaires au plan national et régional)
17. More training and information about the importance of the concept of gender mainstreaming
18. How best it could be applied
19. To be familiarized with AU documents related to gender mainstreaming
20. Capacity building workshops to sensitize project managers
21. Training the division to understand the importance to mainstream gender
22. Formations de base
23. Reinforcement of capacities
24. Support in training on gender mainstream & peace and security aspects
25. More enlightenment
26. I need training in gender related issues
27. More knowledge on gender and gender equality and its effect in an organization as well as in Behaviour Change  
Communication to bring about behavioural change in a given context

**Participation, Leadership, Recruitment and glass ceiling**

1. Put women at the forefront in the decision making level in the Peace and Security Agenda
2. Quota system allocated by HR for certain positions to be filled by women only
3. Political and leadership will for the troops to take this seriously
4. Support in developing strategies for increasing the number of women on the roster
5. Increase the participation of women in PSOs
6. Accès aux instances de décision

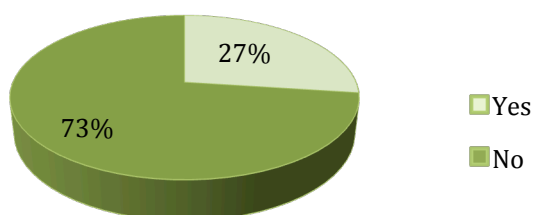
**None**

1. None for now

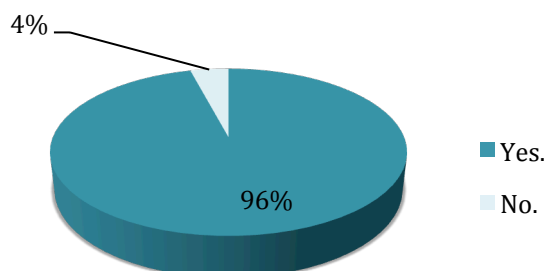
The need to have guidance documents on gender mainstreaming appears clearly when looking at the results of question number fourteen which showed that more than 70% of respondents do not use guidance documents or gender analysis to mainstream gender. Question 15 asked about the willingness to receive support with tools and all respondents but three (96%) have answered positively.



**Q14. Do you use guidance documents on gender mainstreaming or gender analysis in your work?**



**Q15. If not, would you like to receive support with guidance documents and/or tools?**



The next question aimed at investigating how PSD staff currently mainstreams gender. The responses have shown that more than half of the respondents do mainstream gender. The answers are qualitatively good and show that when it comes to gender mainstreaming much it is already done. Some of the open answers also showed sincerity in admitting that gender is not mainstreamed in their work.

The variety of answers depends on belonging to different Divisions, having different roles, and different levels of acquaintance with the topic. For clarity we have grouped the answers into broader categories:

- **Gender is mainstreamed:**
  - **In programmes, policy development, data collection.**
  - **Through increasing women's representation:** this is often an area indicated as a priority, however it is not a way to mainstream gender as such;
  - **Consulting gender officers and experts ;**
- **Gender is not mainstreamed.**

Some answers portrait the real way in which gender is mainstreamed by staff, while other answers portraits the ways in which they think it should be mainstreamed (such as by increasing women in leadership positions, or by granting equal opportunities).

The results show that main ways in which gender is mainstreamed is through policy development, mainstreaming in programmes and projects and in the collection of gender sensitive indicators. It is crucial to include a gender perspective into programmes, projects implementations and data collection, while as regard to policy development, though it is key to have gender sensitive policies in place, their existence is not enough and it is as important to assure and monitor their implementation.

A consistent number of respondents highlighted the need to increase women's representation as the way in which gender is mainstreamed in their work. Promoting equal opportunities and encouraging equal representation of women and men in decision-making processes is of key importance and it often supports the gender sensitive policy development and programme implementation, however it is not enough as a way to mainstream gender. Mainstreaming gender means taking into account both the quantitative and qualitative aspects, namely ensuring not only parity and equal representation but also ensuring that the



perceptions, interests, needs and priorities of both women and men are given equal weight in decision-making.

**Q13. Could you briefly explain how gender is mainstreamed in your work?**

**Gender is mainstreamed in programmes and policy development, data collection,**

1. During policy development
2. In policy and doctrine development work, gender is taken into account
3. Consideration is given to women and children and positive impact in the award of QIPs in conflict countries
4. In the policies the Policy Development Unit develops gender elements are integrated
5. Reflected in all policy documents
6. By applying relevant gender provisions in activities and implementing gender programmes.
7. Gender component is always included in the national policy and strategic plans of Member States, supported by our division; Operational guidance Notes produced on SSR
8. Gender mainstreaming is part of our on-going planning annually. Its implementation could be affected by availability of funding and other factors.
9. Suivi, évaluation et analyse de la situation des droits de l'homme, de la situation sécuritaire et humanitaire en prenant en compte l'aspect genre
  - Plaidoyer en faveur des droits des femmes et des filles
  - Interview pour communiquer sur les violations des droits en tenant compte du genre, également sur les violences basées sur le genre ;
  - Rencontre avec les organisations de promotion des femmes pour apporter des conseils et planifier des actions avec impacts sur l'égalité genre ;
  - Le renforcement des capacités des organisations de la société civile sur les questions de droits de l'homme et de sécurité
  - Représentation de l'UA et sa vision sur les plateformes nationale et locales de promotion du genre.
  - Suivi des activités du Secrétariat Permanent de la Résolution 1325
10. I use gender lenses in my file assessments, analysis and reporting.
11. Un accès aux documents relative au question de genre
12. Annual planning
13. Je m'occupe essentiellement d'appui à des processus politiques. Je travaille en étroite collaboration avec les organisations de femmes afin de les inclure dans ces processus et je les appuie notamment dans l'élaboration de documents techniques
14. Through use of properly engendered indicators in collection
15. Not much except in brief analysis on gender disaggregation in conflict situations
16. In the Early warning Unit, I can say mainstreaming gender is reflected into the data collection indicators. Although the data we have somehow allows for gender-disaggregated data, I can feel that there is a lot to be done. We also have a separate Gender indicator.
17. Personnellement je ne l'intègre pas dans mon travail quotidien car pour moi cette dimension fait partie d'un tout inséparable et je ne vois pas pourquoi je devrais en faire un traitement séparé ou spécifique.
18. I am a gender officer so my job is gender mainstreaming
19. To sensitize troops about gender dynamics in Somalia, protect civilian from human rights abuse, and gender discrimination within the mission.
20. Delegate or entrust responsibilities and share knowledge
21. Capacity building (AMISON and the Host Government ensuring that both men and women are reached out; Programming, ensuring that women protection programming targets both men and women, boys and girls; Outreach programs with host communities and IDPs (ensuring protection of both men and boys, women and girls). It is relevant to understand the post conflict issues and political development in a fragile state
22. Gender issues included in project proposals



23. Collecter et analyser toute information relative au genre, analyser les rapports de pouvoirs, analyser les causes des déséquilibres, éliminer les différentes formes de discrimination à l'encontre des hommes et des femmes du fait de leur sexe, mais aussi âge, religion, origine ethnique.
24. Through the development of gender sensitive projects and indicators
25. On accorde une importance particulière a la dimension genre dans nos exercice d'évaluations des composantes police des pays contributions avant leur déploiement a AMISOM. On veille a une bonne intégration des personnels féminines dans les forces a déployer le faux varie entre 15-30%
26. Ensure that disaggregated data, male and female is highlighted in reports
27. When preparing speeches/talking points ensuring that WPS agenda is taken into consideration
28. Gender mainstreaming I feel hasn't been fully integrated in the department as a whole but in regards to the work I do-it is mainstreamed according to ensuring full inclusion of women in 'roles' that might otherwise seem to be biased towards men.
29. Mostly in PSC decisions, to ensure that PSC decisions include gender issues as cross cutting issues
30. En ma qualité de Fonctionnaire UA en charge de la Communication, je relève toujours l'importance de la dimension Genre dans les décisions du leadership ainsi que sa prise en compte dans la recherche des solutions aux différentes crises sur le continent, notamment en RCA

31. The implementation of Algiers Agreement for peace and reconciliation in Mali, the sensitization on women and election
32. Elimination of gender discrimination in regard to responsibilities; Elimination of gender stereotypes especially in the areas of peacekeeping and mediation; Ensuring equal opportunities for training

#### Through women's representation and leadership

1. Programs for senior leadership (female uniformed personnel)
2. In the trainings provided for roster members, we strive to ensure a balance of both female and male participants
3. Use of available networks to reach out to women and encourage them to join the ASC roster for possible deployment to PSOs
4. There is a fair participation of women but they are not at the decision making level
5. Both men and women have been recruited and equally treated
6. Gender balance of women is respected in the Division
7. By making sure both gender are represented equally and promoting the role and contributions of both genders to promote positive/balanced behaviors or point of view.
8. By giving equal opportunities to both genders
9. Currently Member States are encouraged to deploy women in Peacekeeping operations.
10. Empower women within the Division to take more responsibilities
11. The gender parity is respected in my division
12. La consultation des femmes, la participation des femmes, la prise de décision, la responsabilisation.
13. Recruitment processes in AUC takes in consideration gender aspects. Female candidates for examples are given some free marks during shortlisting. Just one example to encourage females and try to balance the staffing.
14. We are three women and four men
15. We have equal representative at deferent levels (making policies & implementation of the policies)
16. Work is equally given to staff regardless of gender
17. Il s'agit de tenir compte de la dimension genre dans les correspondances par l'usage notamment du langage épicène; conseiller le Chef du Bureau dans la prise en compte de la dimension genre dans la composition des comités et délégations à mettre en place dans le cadre de sa mission
18. In front of any issue, you should keep in mind male/female balance in order to find the right response.
19. Ensuring the ASC roster thrives for 50 – 50 roster members
20. Out of 25 staff, 13 are females

#### Consulting gender officers and experts

1. Gender experts or focal points are associated in the drafting or review process of document
2. Involve gender officer in most programmes, carry out for them to mainstream gender concepts

#### Gender is not mainstreamed

1. I wouldn't say gender is mainstreamed, it is considered, as an afterthought in my work. There is no systematic manner in which gender is considered in the design and implementation of our activities.
2. I am not sure we have any gender mainstreaming in the workplace
3. I am not sure



4. It is not mainstreamed!
5. I am not sure that gender is being mainstreamed in my work presently
6. Currently it is not – I am a seconded staff member and I work on small arms.
7. It is not mainstreamed in practice, but mentioned rhetorically in documents. Let's do gender assessments of all work to get baselines
8. Gender is not been addressed in a systematic manner in our work
9. No
10. Not necessarily
11. As a planner, not so much, but could play a role in monitoring and reporting

**Other**

1. No core gender activities. But the mission responds to issue as they arise from the government and the international community
2. Not clear
3. Lack of understanding of gender mainstreaming.
4. The fact that I am a woman and that she has chosen to work on the crisis in Libya is highly appreciated by the Libyan actors and by the AU partner
5. Since my knowledge on gender mainstreaming is minimal, it is difficult for me to explain

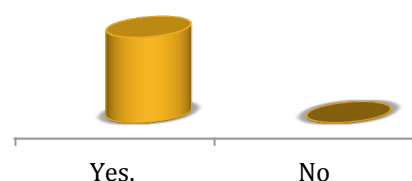
Eleven respondents reported the lack of gender mainstreaming in their work, while a large number of comments provided were positive and extensive. The assessment does not aim to provide a qualitative assessment of the ways in which gender is currently mainstreamed. For this other purpose the GPSP team is undertaking a desk review of all activities; here we mostly aim at collecting first hand information from staff.

**“Je ne le fait pas. Nous n’avons pas suffisamment de staff. Par conséquent en dehors de l’archivage courant et des rapports réguliers envoyés au siège je n’ai malheureusement pas la possibilité de faire du monitoring. C’est dommage il est vrai car énormément de choses ont été faites au sein du Bureau des Grands lacs.” (Respondent’s open comment)**

## Sharing best practices

The gender capacity assessment incorporates two questions about the process of sharing best practices. One way of promoting the quality and effectiveness of institutions is to identify and disseminate good practices and lesson learnt that have positively contributed in mainstreaming gender into peace and security. The process of identifying, documenting, and disseminating lessons learned and best practices should be an important part of Division’s work.

**Q18. Would you like to have access to a knowledge platform where to find BP and LL on gender mainstreaming?**



A positive results is that **all** respondents have express interest in having access to a knowledge platform where to find best practices, documents, lesson learnt on gender mainstreaming in PSD work.



In question seventeen we have asked to describe the methodologies used for sharing of best practices in the Unit/Divisions. Answers show that the most common way in which best practices and lesson learnt are shared is through reports and meetings. We have grouped the answers into three broader categories. Best practices are shared through:

- Reports, meetings, team work and discussions
- Platform and knowledge management
- Others (indicators, recruitment, etc.)
- Not shared.

As the table below shows, the most popular way in which best practices are shared within Unit and Division is through meetings and reports.

**Q17. How do you assess and share best practices in your unit/Division?**

**Reports, meetings, teamwork and discussions**

1. Reports, meetings and dialogue in presentations
2. En faisant un rapport
3. Internal meeting/guide books
4. Through planning meeting and group discussion as well as M&E Meeting
5. Periodic meetings
6. By information sharing
7. Meetings, monthly reports
8. Monthly Reports on challenges and success.
9. Through Division meetings
10. Weekly staff meetings where share what working on and how we to collaborate with other colleagues
11. Through meeting, retreats, Departmental presentations on a selected day
12. We work as a team and we share the best practices in implementing our activities
13. Through lessons learned assessments/workshops
14. Through routine weekly meetings
15. Through reports and at meetings
16. Not many forums but report sharing being the main
17. Through gender audits and analysis
18. Through reports
19. Shared points
20. I do assess it during the planning of mission on the ground or during trainings organized by MISAHEL
21. I will share best practices during workshops seminars and trainings
22. Through day to day interactions
23. Through the regular division meetings and occasional workshops
24. By coordinating with PSD HQ

**Platform and knowledge management:**

1. Within the division: meetings  
Within the unit: guidebooks, newsletters, coordination meetings, and we currently developing the idea of a best practice platform on cross border cooperation
2. A knowledge management base is being put in place; lessons learned and experience sharing activities and initiatives



3. Have developed a lessons learned methodology for PSOs, which has been undertaken for AMISOM (Ten Years Deployment and Mission Support specific exercise); also have M&E officer; and setting up knowledge management platform.
4. Through Online platforms shared by the division as well as monthly meetings
5. By awareness raising using different platforms in the promotion of equal visual and contextual representation of both genders to benefit all sections of the society

**Others**

1. The CEWS indicators are well engendered, especially the field and structural data aspects of it
2. The data collection tool, which is developed in house for the situation room, is able to collect information on gender and related issues from media sources. With the creation of key words, the tool is generating and compiling news articles on issues relating to women and gender. This tool has also been shared with few AU departments, the RECs, as well as some Member States
3. The PSOD Policy Development Unit consults with gender experts in the development of policy documents.
4. The recent recruitment says it all!
5. By awareness raising using different platforms in the promotion of equal visual and contextual representation of both genders to benefit all sections of the society
6. We have a good gender balance based on recruitment criteria
7. I am not sure how we do this in our Unit/Division. We, however, do ensure gender inclusive team compositions on missions and role assignments. Generally, we are still at a nascent stage of mainstreaming Gender in the Division/Department. So, this is work in progress for us. However, at an individual level, I consult and collaborate closely with the Department's GPS Focal Point
8. Create awareness to bring change
9. Pour la composante police, la dimension genre est bisou intégrée et prise en compte. Elle est en constante amélioration.
10. Gender Focal Point within the Division is tasked to make sure that all decisions integrate gender-mainstreaming approach
11. There are lesson learnt sessions on key issues
12. In my Division, each and everyone's voice counts. Main focus is given on delivery and teamwork from all the staff in PMT. This creates an all inclusive working atmosphere
13. Acquisition and provision of gender mainstreaming and related information resources to staff and stakeholders
14. Bonne pratique sur quoi?
15. The recent recruitment says it all!
16. Not sure
17. More women on board but we lack in mainstreaming gender in our division
18. La MISAC ne compte plus en son sein de Fonctionnaire en charge des questions du Genre depuis 02 ans
19. le respect de tous en tant qu'être humain, respect des droits légaux de tous, esprit associatif et respect culturel

**Not shared**

1. Je pense que dans mon division il n'y a pas une discrimination de genre
2. Je n'en fais pas
3. Je ne le fait pas. Nous n'avons pas suffisamment de staff. Par conséquent en dehors de l'archivage courant et des rapports réguliers envoyés au siège je n'ai malheureusement pas la possibilité de faire du monitoring. C'est dommage il est vrai car énormément de choses ont été faites au sein du Bureau des Grands lacs.
4. There's really no time given for reflection
5. We don't have tools/mechanisms to assess or share best practices
6. On gender I have not seen so much, the Unit has a gender focal point but not had any unit specific conversation on this
7. Best practices are not shared
8. Dispositif non encore mis en place
9. Nous n'évaluons pas ni ne compilons les bonnes pratiques

The next and final section draws some conclusions on the above analysis.



## Conclusions

There are a number of conclusions that can be drawn from the results of the Gender Mainstreaming Capacity Needs Assessment, which revealed a good deal of interest in Women, Peace and Security and gender mainstreaming. The open comments and answers add valuable details about practices of gender mainstreaming, as well as about the experiences, needs and opinions of the staff from the AU Peace and Security Department.

The assessment has shown that there has been high interest in responding to the questionnaire from a large variety of staff, belonging to various divisions and position level. Yet, it would have been ideal to receive **more responses from the top management** to provide a positive example by showing commitment and encouraging a larger number of staff to participate in the assessment.

The survey has shown that there is the need to strengthen the **structure dedicated to gender mainstreaming and to the implementation of the Women Peace and Security Agenda**. The role of the Gender Taskforce should be more recognized as contact point for improving the quality and quantity of gender mainstreaming. Colleagues from Divisions should consult more their Gender Focal Point, even though we must avoid that GFPs' workload increase. The best strategy is to train GFPs on gender mainstreaming and WPS so that in turn they can provide support to colleagues so to become more familiar with gender issues and WPS.

The survey shows also that focus needs to be placed on aspects of **capacity building** as the majority of respondents have expressed that capacity building and trainings are key priorities. Almost 60% of the respondents have never received training on gender issues. The areas where there is greater needs of capacity building are gender indicators and gender analysis. On the contrary, the area where there is the most knowledge about is gender mainstreaming, even though a minority of respondents show some level of frustration on the lack of concrete explanations on what is gender mainstreaming and how to apply it in practice. Moreover, sometimes there is the tendency to confuse gender mainstreaming with women's representation and participation. Though it is key to increase women's representation and active participation in decision-making process and in the workplace, it is not synonymous with gender mainstreaming. As clarified in the analysis, mainstreaming gender means taking into account both the quantitative and qualitative aspects, namely ensuring not only parity and equal representation but also ensuring that the perceptions, interests, needs and priorities of both women and men are given equal weight in decision-making. To achieve this, both men and women should be part of the process. We conclude that general and thematic trainings about gender mainstreaming and Gender, Peace and Security should be conducted yearly. Capacity building opportunities, exchanges of good practice and examples of successes would help to overcome the abovementioned gaps.

An noteworthy result is that staff needs to become more familiar with the **AU framework on gender peace and security**, as it appears that they are more knowledgeable of the UN framework for WPs. It is crucial to be aware of the Institutional (AU) normative framework, as it represents a powerful tool to fight resistances and to pursue AU Women, Gender Peace and Security goals.

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As regards to **thematic trainings**, the areas where staff has expressed interest in are (from the most to the least required):

1. Women's role in mediation, peace-building, peacekeeping
2. Concepts: what's gender mainstreaming, Results based indicators for gender, the Women Peace and Security Agenda etc.
3. Human Rights Based Approach and Gender Mainstreaming
4. Gender problem analysis and the chain of result for project and program design
5. Gender mainstreaming in Post conflict reconstruction
6. Gender mainstreaming in Early warning
7. Gender mainstreaming in SSR.

The results show that before organizing thematic training, it is important for staff to receive more general training on gender issues, to grasp the concepts and methodology. Point 2 (the concepts, gender mainstreaming, indicators and WPS agenda) and point 3 (HRBA) will be covered already this year. The Peace and Security Department is already active in the field of women's role in mediation, especially with the recently launched initiative "FemWise Africa", which aims at strengthening African women's participation in conflict prevention, mediation processes and peace stabilisation efforts.

It is important to ensure that **information available on gender methodology and tools** are well disseminated and remain easily available (electronically) to facilitate gender-mainstreaming work. For this purpose, a **PSD Gender Peace and Security knowledge management platform** has been developed. It functions as a repository of documents, tools, policies on gender mainstreaming and WPS available both for PSD staff, and external staff. Ideally, the platform will improve sharing of documents, best practices on gender mainstreaming in PSD. Monitoring and supplying information on Gender and Women, Peace and Security is and will be an important part of Gender Peace and Security Programme's implementation. A recommendation is that two or three times a year Divisions reflect on the best practices and lesson learnt with a gender dimension, consolidate them in a template and share them with the Gender task Force so that they can be uploaded in the platform. If this process becomes practice, then it will be easier for PSD staff to see what is being done regarding gender mainstreaming and if positive, replicate.

The gender capacity needs assessment have been an interesting exercise to collect information on gender mainstreaming practices, knowledge, and interest among PSD staff. It created a baseline for planning future intervention. This assessment should be conducted **every year**, in order to allow comparison over the years and see what have been achieved by the end of 2020, final year of implementation of the Gender Peace and Security Programme.

The GPSP team would like to **thank the Gender Task Force** for collecting the completed assessment and sharing them with us, and **all who dedicate their time to the assessment**.

# Annex

## Gender Mainstreaming Capacity Needs Assessment – Final English version

### GENDER MAINSTREAMING CAPACITY NEEDS ASSESSMENT

#### RATIONALE

In order to understand the kind of assistance or support needed by the Divisions of the Peace and Security Department (PSD) in their attempts to mainstream gender in their work, there is a need to undertake an assessment of their current capacities for gender mainstreaming. This assessment survey is therefore motivated by this need. The assessment is part of the implementation of the Gender Peace and Security Programme (GPSP). The GPSP is aimed at facilitating gender mainstreaming and debate in the field of gender and peace in order to enhance the dialogue around gender, peace and security and contribute towards coordinated programming in this area. The assessment is expected to provide concrete information that will be used for the planning of the implementation of the strategy. The GPSP is in line with Protocols and Declarations that African Union (AU) Member States have already signed up to and have obligations towards, such as the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, the Solemn Declaration on Gender Equality in Africa (SDGEA) and the United Nation (UN) Security Council Resolution 1325 (2000) on Women Peace and Security, its implementation is therefore within the scope of existing gender sensitive instruments of the AU and the UN.

#### OBJECTIVES OF THE ASSESSMENT

Gender Mainstreaming Capacity Needs Survey is a means of assessing the understanding and knowledge of PSD Staff on gender mainstreaming in peace and security activities.

The **goal** of this assessment is to measure the existing knowledge of the main gender concepts, and more specifically of the Women, Peace and Security Agenda, and their integration into the daily work of the different PSD divisions.

The **results** of this survey will be included in a report and will help the GPSP team to plan and

create a training/capacity development package and communication plan to support the different divisions in mainstreaming gender and integrating the women, peace and security agenda in their work.

### **QUESTIONS:**

#### **1. In which Division/Unit/AULOs or Mission do you work?**

- ☐ Defence and Security Division
- ☐ Peace Support Operations Division
- ☐ Crisis Management and Post conflict Reconstruction Division
- ☐ Conflict Prevention and Continental Early warning System Division
- ☐ Peace and Security Council Secretariat
- ☐ Panel of the Wise Secretariat
- ☐ The Border Programme
- ☐ PMT
- ☐ AU LOs and Missions
- ☐ Other

Space for open answer:

#### **2. What is your position level?**

- ☐ General Service Staff
- ☐ Professional Staff
- ☐ P1
- ☐ P2
- ☐ P3
- ☐ P4
- ☐ P5 and above

#### **3. Do you think it is important to incorporate a gender perspective in your work?**

*(From 1 [not important] to 5 [very important])*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

#### **4. How would you describe your level of understanding of the following concepts, and would you like to know more about them?**

*[(1) Very Good (2) Good (3) Fair (4) Poor (5) No understanding]*



- Gender analysis: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- Gender mainstreaming: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- Women peace and security agenda: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- Gender indicators (e.g. indicators on the UNSCR 1325): ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

**5. How familiar are you with the UN Resolutions on Women, Peace and Security?**

*(From 1 [not familiar] to 5 [very familiar])*

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

**6. How familiar are you with the AU policy framework on Women, Peace and Security?**

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

**7. Do you consult the Gender Focal Point in your Division (for mentoring, coaching, analysis, etc.)?**

- ☐ Yes
- ☐ No

**8. Have you received any training on gender issues? (Including trainings where gender was included but not the main topic of the training)**

- ☐ Yes
- ☐ No

**9. If yes, which type of training, and which topic?**

Space for open answer:

**10. Would you like to participate in training about gender mainstreaming and Women, Peace and Security?**

- ☐ Yes
- ☐ No

**11. Which specific topics would you like to discuss in the training?**



- ☐ Gender mainstreaming in Security Sector reform
- ☐ Gender mainstreaming in Early warning
- ☐ Gender mainstreaming in Post conflict reconstruction
- ☐ Women's role in mediation, peacebuilding, peacekeeping
- ☐ Concepts: what s gender mainstreaming, Results based indicators for gender, the Women Peace and Security Agenda...
- ☐ Gender problem analysis and the chain of result for project and program design
- ☐ Human Rights Based Approach and Gender Mainstreaming
- ☐ Other

Space for open answer:

**12. What would you suggest are key priorities for PSD to ensure in regards to mainstreaming gender in its work?**

Space for open answer:

**13. Could you briefly explain how gender is mainstreamed in your work:**

Space for open answer:

**14. Do you use guidance documents on gender mainstreaming (such as guidance document on gender mainstreaming in SSR, CEWS...) or gender analysis in your work?**

- ☐ Yes
- ☐ No

**15. If not, would you like to receive support in mainstreaming gender in the work of your Division, such as guidance documents and/or tools?**

- ☐ Yes.
- ☐ No.

**16. What kind of support do you need to mainstream gender and incorporate the Women, Peace and Security agenda in your work?**

Space for open answer:



**17. How do you assess and share best practices in your unit/Division?**

Space for open answer:

**18. Would you like to have access to a knowledge platform where to find best practices, documents, lesson learnt on gender mainstreaming in PSD work?**

☐ Yes

☐ No



## **Evaluation des connaissances, aptitudes, pratiques et besoins en termes d'intégration de la dimension de genre– version Française finale**

### **EVALUATION DES CONNAISSANCES, APTITUDES, PRATIQUES ET BESOINS EN TERMES D'INTÉGRATION DE LA DIMENSION DE GENRE**

#### **JUSTIFICATION**

Afin d'identifier et déterminer le type d'assistance ou de support dont les divisions du Département Paix et Sécurité (DPS) ont besoin pour intégrer de manière transversale la dimension genre dans leur travail, il s'avère nécessaire de procéder à une première évaluation de leurs capacités actuelles en matière d'intégration de ladite dimension.

Cette évaluation est donc motivée par ce besoin et cet objectif. Il est important de rappeler que cet exercice d'évaluation participe au processus de mise en œuvre du Programme Genre, paix et sécurité (PGPS) du Département. Le PGPS ambitionne de faciliter l'intégration de la dimension genre dans les actions du Département (ce, de manière transversale) mais également permettre une meilleure appréhension de l'agenda Femme, paix et sécurité. Enfin, elle cherche aussi à contribuer à l'amélioration des aspects liés à la coordination et la promotion des synergies dans les réponses et actions entreprises par le Département.

L'évaluation permettra de disposer d'informations et de données concrètes qui seront mise à profit pour la planification et la mise en œuvre de la stratégie. Le Programme Genre et Sécurité procède et s'aligne sur les Textes, Protocoles et Déclarations signés et ratifiés par les Etats membres de l'Union Africaine (UA). A l'instar entre autres, du Protocole à la Charte Africaine des Droits de l'Homme et des Peuples sur les Droits des Femmes en Afrique, la Déclaration Solennel sur l'égalité des sexes en Afrique (SDGEA) et de la Résolution 1325 (2000) du Conseil de sécurité des Nations Unies sur les femmes, la paix et la sécurité.

#### **OBJECTIFS DE L'ÉVALUATION**

Cette enquête vise à évaluer la compréhension, les capacités, les aptitudes et les connaissances des membres du Département Paix et Sécurité en matière d'intégration des questions de genre au sein de leurs activités respectives.

Le but de cette évaluation est tout autant de mesurer le niveau actuel des connaissances sur les principaux concepts de genre, et plus particulièrement sur l'Agenda Femmes, Paix et Sécurité, et leur considération dans les activités des différentes divisions.

Les résultats de cette enquête seront compilés au sein d'un rapport et aideront la coordination du Programme Genre Paix et Sécurité à définir et mettre en œuvre un corpus de formation / de renforcement



des capacités ainsi qu'un plan de communication visant à soutenir et faciliter les différentes divisions dans le processus d'intégration du genre et de "l'Agenda femmes, paix et sécurité" dans leur travail au quotidien.

**QUESTIONS:****19. A quel(le) Division/Unité/Bureau de liaison ou Mission appartenez-vous?**

- ☐ Division Défense et Sécurité
- ☐ Division des opérations de soutien à la paix
- ☐ Division de la gestion des crises et de la reconstruction post-conflit
- ☐ Division de la prévention des conflits et du système continental d'alerte rapide
- ☐ Secrétariat du Conseil de Paix et Sécurité
- ☐ Secrétariat du groupe des sages
- ☐ Programme frontalier
- ☐ Equipe de gestion des programmes
- ☐ Bureaux de Liaison et Missions de l'UA
- ☐ Autre

Réponse:

**20. Quelle est la catégorie/classification du poste actuellement occupé?**

- ☐ Services Administratifs et Généraux (GS)
- ☐ Professionnel (P)
- ☐ P1
- ☐ P2
- ☐ P3
- ☐ P4
- ☐ P5 et +

**21. Estimez-vous qu'il est important d'intégrer une perspective/dimension genre dans vos activités/ dans votre travail ? (Noter sur une échelle de 1 [pas important] à 5 [important] )**

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5

**22. Comment jugez-vous votre niveau de compréhension des concepts suivants?**

[(1) Excellent (2) Bon (3) Correct (4) Insuffisant (5) Aucun]

- Analyse de Genre: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- Intégration de la dimension genre: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5



- Agenda Femme, Paix et Sécurité: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
- Indicateurs de Genre (ex. indicateurs de suivi de la résolution 1325): ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

**23. Comment jaugeriez-vous votre niveau d'appréhension/de connaissance des différentes résolutions des Nations Unies relatives aux femmes, à la paix et la sécurité?**

- ☐ 1  
☐ 2  
☐ 3  
☐ 4  
☐ 5

**24. Comment jugez-vous votre niveau d'appréhension/de connaissance des différents textes/cadres/instruments politiques de l'UA sur la thématique "femmes, paix et sécurité"?**

- ☐ 1  
☐ 2  
☐ 3  
☐ 4  
☐ 5

**25. Avez-vous recours au Point Focal Genre de votre division (pour un appui, conseil, analyse, etc.)?**

- ☐ Oui  
☐ Non

**26. Avez-vous déjà bénéficié de formation/renforcement de capacités sur les problématiques de genre (y compris lorsque la thématique principale n'était pas intrinsèque au genre, mais comprenait un module/session corrélée à une problématique de genre)**

- ☐ Oui  
☐ Non

**27. Si oui, quel type de formation/renforcement de capacités était-ce? Sur quelle problématique de genre?**

Réponse:

**28. Souhaiteriez-vous bénéficier d'une formation/d'un renforcement de capacités en "intégration du genre en rapport à la thématique femme, paix et sécurité"**

- ☐ Oui  
☐ Non



**29. Prioritairement, sur laquelle(s) de ces thématiques spécifiques souhaiteriez-vous que porte la formation/le renforcement de capacités?**

- ☐ Intégration du genre axé autour du Réforme du secteur de la sécurité
- ☐ Intégration du genre au sein des Mécanismes d'alerte précoce
- ☐ Intégration du genre en contexte de post-conflit et de reconstruction
- ☐ Participation des femmes aux processus de médiation, de réconciliation, de maintien de la paix
- ☐ Les concepts et les indicateurs axés sur les résultats de genre : (Intégration du genre, Agenda femmes paix et sécurité)
- ☐ Intégration du genre dans l'analyse de problèmes et définition de la chaîne des résultats pour la formulation des Projets à impact rapide/Projets/Programme
- ☐ Approche basée sur les droits de l'homme et sur l'intégration des questions liées au genre
- ☐ Autre

Réponse:

**30. Que suggériez-vous en termes d'actions prioritaires que devrait prendre le Département Paix et Sécurité pour améliorer l'intégration transversale de la dimension genre dans son action?**

Réponse:

**31. Pouvez-vous brièvement nous décrire la manière dont vous intégrer la dimension genre dans votre travail, vos actions:**

Réponse:

**32. Recourrez-vous aux directives/politiques/documents normatifs/protocoles relatifs à l'intégration du genre dans votre travail ?**

- ☐ Oui
- ☐ Non

**33. Si non, souhaiteriez-vous bénéficier de support au sein de votre division à l'instar de documents techniques et/ou de didacticiels sur l'intégration du genre?**

- ☐ Oui
- ☐ Non



**34. De quel type de support auriez-vous besoin pour l'intégration du genre ainsi que l'agenda "femme paix et sécurité" dans votre travail?**

Réponse:

**35. Comment évaluez et compilez-vous les bonnes pratiques au sein de votre unité/division?**

Réponse:

**36. Voudriez-vous bénéficier d'un accès à une "plateforme de connaissance pour l'échange d'information" en ligne au sein de laquelle ils seraient possibles d'y trouver des bonnes pratiques, des leçons apprises, des didacticiels, des rapports, des données sur l'intégration du genre au sein des programmes du DPS?**

- ☐ Oui
- ☐ Non