

**BUGEMA**



**UNIVERSITY**

**GENDER EQUALITY PLAN**

**OF**

**BUGEMA UNIVERSITY 2019-2024**

DEVELOPED BY

Bugema University

Gender mainstreaming Department

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## Presentation

The creation of a section of gender and women studies at Bugema University way back in 2010. The creation of the Equality Department back in 2013 and the development of a committee focused on this topic In 2014, confirmed our willingness for establishing the grounds for the equality between men and women inside Bugema university.

On October 12<sup>th</sup>,2019, Bugema University took a new step towards its commitment against gender discrimination with the approval of its First Gender Equality Plan, being conscious that this will constitute a very useful tool for the university community.

This strategic document reflects the real commitment of this University with an effective equality between women and men, and it will allow to introduce the gender perspective on the whole of the university activities, besides from its transference to the whole of the society through its implementation in the whole of the institutional, business and social relationships.

The Committee on Gender Equality and the Department of Gender mainstreaming have been appointed to leader the works of the university community to ensure the fulfillment of this plan. It is the university community, its government bodies and every individual that belongs to it, the one that accept the task of moving forward towards the effective equality of every woman and man that take part in our university, and so contributing to achieving a fairer and more equal society.

I would like to acknowledge these last lines of this presentation to show my deepest gratitude to all the members of the university community that took part in the process of creating this document, and, in particular, to the school of social sciences Council for its collaboration and support.

Prof. Paul Katamba

Vice-chancellor Bugema University

## Introduction

The first Equality plan for women and men at Bugema University represents the second phase of the assignment initially made by the school of Social sciences Council of the University. The first phase consisted of the elaboration and publication of the Analytical Report of Gender Equality at the University, as a necessary first step in order to design a strategy of gender equality in the institution, in particular regarding its first gender equality plan.

It is essential to point a few key elements that portraits the starting point to develop the design of the Gender Equality Plan: regulatory framework, analysis of the situation, and strategic framework.

The regulatory framework, in particular the Maputo protocol 1 of which Uganda is a signatory, and other important regulations related to the violence or the work towards the equality are key references and important instruments for the Universities to be a more equal space and have a more balanced participation of women and men.

The analytical Report on Gender Equality at Bugema University, which allows knowing the specific situation of gender equality at the University, provides us with the key to define the strategic focuses and goals of this plan. The broadening and depth of this diagnosis makes possible for a great part of the actions regarding the current situation, nowadays included in many equality plans of other universities, were already managed and developed in this first diagnosis.

Besides, at this point, the University has a specific structure and a professional body that is directly responsible for the gender equality policies. The Gender main streaming department of the University constitutes the political instrument responsible for the comprehensive incorporation of the effective equality principle in all the features of the university community. It has the task of promoting the measures that guarantee the access on equal conditions to the research, university studies, work and professional promotion of women and men at Bugema University, and also to perform a follow-up of the development and fulfillment of the law and plans and measures adopted towards this issue.

The Committee for Gender Equality of the University is constituted as a professional body in charge of supporting and assessing all the government bodies and representing Bugema University in gender equality issues.

Duties of the committee for Gender equality are:

- The development of proposals of plans, programs or interventions related to Gender Equality performed by Bugema University.
- The participation in the creation of the gender equality plans at Bugema University and send to the University Council for its approval.
- performing a follow-up of the plans and interventions related to gender equality
- boosting the execution of gender equality plans, assessing its application and proposing new future actions.
- Any other task established by bodies of Bugema University.

## **Strategic Framework at Bugema University**

The commitment towards gender equality is established in the statutes of Bugema University and it is explicit in the mandate of Bugema University, as it was reflected on the Strategic Plan 2017-2027.

Bugema University is an Adventist church private institution, autonomous, open to its environment and with international vocation, committed to equality, economic progress and wellbeing of people, through top-quality education and research in order to contribute to the creation and transference of knowledge, the integral education of people, the scientific and technological development, innovation, intellectual growth of a multicultural and multilinguistic society in which it is inserted.

Bearing in mind that equality as an asset is incorporated in the statement of the mandate, it should be a framework of reference that directs the aspirations, behaviors, and it should be transmitted to the practice of the university life. The commitment towards gender equality must fulfill every field of action: creation, transmission and transference of knowledge. Besides, this commitment should include the target persons or groups and also the resources and management processes.

In the definition of this vision, Bugema University aims to be an innovative reference inside the university system in teaching, in basic and applied researching, management and transference of science and knowledge. In this sense, the incorporation of the gender perspective allows us to give a full sense to the innovative personality, approaching to the social reality in the theoretical, methodological and in the application of knowledge, a vision more integrating and cohesive.

## Structure of the gender Equity plan

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This Plan is structured around strategic targets, strategic and operative goals and actions. The four strategic focuses that compose this Plan allow setting homogeneous sets to incorporate the integrated gender approach in all of the activities of the University that must be addressed by integrating transversally the gender perspective.

-Commitment of Bugema University towards gender equality.

-Equality culture at Bugema University.

-Teaching, Researching and knowledge transference with gender perspective.

### STRATEGIC FOCUSES

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The two first strategic focuses, referred to the commitment of Bugema University with equality and the strengthening of equality culture, are basic targets since they articulate the democratic and constitutional values over which must be seated every activity of the university institution to move forward in achieving equality. The third strategic target articulates all the aspects related to the field of the own activity of the University: teaching, researching and knowledge transference.

### Strategic and operative goals

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In each one of these strategic targets, it is formulated a strategic goal, widely defined and without temporary reference. These strategic goals are specified through the operative goals and actions. Operative goals have a more specific, realistic and time-limited character.

Actions

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Actions are formulated inside the frame of every operative goal; they are designed in a highly grade of precision and must be practical. In each one of the tracking file cards of the actions, they made explicit specific questions such as responsibility, target population, resources and time to ease its implementation and assessment.

## **Strategic focus 1: COMMITMENT OF BUGEMA UNIVERSITY TOWARDS GENDER EQUALITY**

**Strategic goal: To secure and widen the commitment of Bugema University towards gender equality.**

Bugema University has, nowadays, a long way regarding the institutional commitment towards equality, a commitment that was made explicit more than a decade ago.

In the year 2010, was created a department of gender main streaming; at the same time, since the academic year 2011-2012 and 2013-2014, the University started offering specific training on women and gender studies through the degree in community development with emphasis on women and gender studies. Bugema University was one of the first Universities to offer training in gender studies in Uganda.

Nowadays it is about securing this commitment towards gender equality at its highest level inside the institution. It is about widening and making it more visible giving it continuity and permanence to the processes of diagnosis, creating and reinforcing specific structures, boosting the balance in the presence and participation of women and men. Besides, this commitment should be widened to every institution and company with which Bugema University maintains institutional relationships.

### **Operative goal 1. Giving visibility to the commitment of Bugema University towards gender equality**

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In the documentary review made to perform the analysis, it was detected that equality as a value did not appear to be explicitly enough. It is necessary to give it more visibility to the commitment of the organization with gender equality. It must be reviewed the basic documentation of the institution to reflect this value to the grade of core importance that corresponds to it, according to the same definition of the mission.

- To explicitly incorporate equality as one of the core values and directing targets of the organization in the documents that develops and details its mission, vision or communication system.
- Establishing a system to promote initiatives and incentives to good practices in equality, implementing a program of "commitment with equality".

## **Operative goal 2. Knowing and making visible the situation of women and men at Bugema University**

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The analysis detected some deficiencies regarding the information available to discover the situation of women and men at Bugema university. It must be improved, the gathering of information and the creation and releasing of disaggregated data per gender; at the same time, visibility and access to that information must be facilitated.

- Implementing a system that will generate information including systematically putting the gender variable in every statistic, poll or data gathering developed at Bugema University
- Creating a system of gender indicators that allow performing the tracking of advances in achieving equality.
- To make biannual reports regarding the situation of gender equality at Bugema University to be assessed and promoting the changes produced due to the measures promoting equality.
- To analyse the professional careers of women at Bugema University.

## **Operative goal 3. Reinforcing the existing structures and creating specific supporting structures for gender equality policies**

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The analysis made by the gender committee for gender equality, contained on the Diagnostic report for equality on Bugema University highlights the functions and goals proposed on this area suppose a wide working proposal that wants to answer the challenges for equality at the university sphere. In order to develop this necessary and ambitious task, this structure – today known as the gender mainstreaming Department- should have specific workforce with special training on the field, essential to boost the actions covered by this plan.

- Strengthen the Equality Department maintaining a specific budget and designing the structure of the specific workforce in order to develop the functions assigned, including the technical workforce regarding the job positions at Bugema University

- Creating a design and the basis for the creation, as soon as possible, a specific structure derived from the gender Committee that works as an Observatory for Equality.
- Promoting, in every managing team at the centers, the existence of a person in charge of making more flexible the implementation of equality policies

**Operative goal 4. Promoting participation and balance the presence of women and men at Bugema University.**

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On the diagnosis it has been shown the existence of important imbalances on the participation and presence of men and women at this institution. Besides, it is been detected a power distribution not equal and segregated at the governing, representation and participation bodies. It must be guaranteed that there is balanced presence and participation of men and women at the governing and representing bodies in every field and collectives that contributes to eliminate the obstacles that make difficult to fulfill the present regulations on gender equality. In order to achieve a fairer and more democratic society it is essential to balance the presence and participation of men and women at the organizations. These actions allow guaranteeing the commitment of the institution with the necessary empowering of women, taking advantage of the diversity on the talent and the perspectives.

- Creating gender impacting reports to supervise the fulfillment of the principles established on the regulations regarding the balanced presence and participation.
- Making a study on the profile and paths of the people on important positions at Bugema University to detect the obstacles and barriers that prevent the incorporation of women to leading or representation bodies

- Making training actions directed to women that allow recognizing and valuing female leadership and developing capacities to leader the organizations.
- Making mentoring activities or in any other type to boost participation of women in different governing, managing, directing and representation bodies,
- Boosting the balanced presence of women and men at the workforce representation bodies at Bugema University.
- Designating people that must represent Bugema University on bar bodies, technician's committees, national or international consulting committees in such a way that in a whole respect there is principle of balanced presence of women and men
- Promoting proposals to boost the acknowledgement of women at the concessions of honorary mentions, and to teach magisterial lectures on institutional events, in order to contribute progressively to neutralize the important existing unbalance

**Operative goal 5. Extending the commitment towards equality to every institution and companies with whom Bugema University has institutional relationships**

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The university is an institution that must serve as an example and testimony of the constitutional, democratic and justice values. The commitment towards equality must be extensive to companies, entities or public institutions with whom the university collaborates regarding the exigency of fulfilling the regulations on gender equality. In not doing so, this could lead to a relationship with entities that develops any kind of discrimination.

On the other hand, it is essential that Bugema University collaborates and participates in boosting equality with as many associations, companies or entities as possible. In this sense, it must take an active part on presenting models of reference non-gender stereotyped, specially targeting its

present and future students. It is essential to safeguard the services that the University provides to its students, during its academic path or at its end, which must be inspired by a culture of and regarding a horizon of equality.

A very important question to be tackled at the university is the leverage of gender segregation at the election of studies. On the period of time analysed on the diagnosis of this University it is highlighted that segregation is remarkable in every field of knowledge, there is no balance in none of them, and this lack of balance barely has changed in the last ten years that have been analysed. The University must contribute to the elimination of stereotypes that determine these choices.

- Designing assessing mechanisms based on the principle of equality regarding the public hiring and the relationships with other entities and assessing its fulfillment.
- Consolidating the participation and collaboration of Bugema University with the surrounding equality networks, and also with the units and equality programs of the different national and international universities
- Collaborating with programs or networks of companies that fight to achieve gender equality
- Promoting on the future students' academic choices non-gender-stereotyped, organizing meetings or visits to secondary education centres.
- Designing and implementing an orientation and following program targeting female students to detect difficulties and obstacles in their incorporation to the labour market.

## **Strategic focus 2. EQUALITY CULTURE BUGEMA UNIVERSITY**

**Strategic goal: To expand and to impregnate equality culture at Bugema University.**

On the preamble of this, it is referred to as the role of the University as a reference transmitter of values besides the challenge of current society to achieve a tolerant and equal society in which rights, fundamental freedoms and equality between men and women. There is also an explicit reference to the universities, in charge of answering this challenge through the incorporation of these values as own goals the university and the quality of their activity.

The university must safeguard the transmission of an equal, plural and non-stereotyped picture of women and men in the society.

On the diagnosis performed, it is highlighted that many persons of the university community consider that the university is a neutral institution, in which there is no gender-specific discrimination nor obstacles affecting negatively women. In this sense remains the general idea that it is not necessary to act towards real equality. In general, there is the idea that the situation is going to change by its own weight or in due time. This lack of reflection and sensibility towards equality prevents sharing an approach on the situation of inequality of women and men, and, at the same time, prevents the articulation of the needs and demands of women as collective demands.

In order to achieve real equality between men and women, it is necessary to experience a change on minds on the society, which is obviously going to take time and, especially, the contribution of relevant social institutions. The university has a key responsibility in this cultural change, since it must promote the values of democracy, justice and equality, and must be a reference on the cultural, education, economic, and social fields.

These are the reasons why it is essential to develop awareness and training actions in order to change the views lacking of critical perspective promoting reflection and debate. At the same time, on the field of culture has a great importance the communication, that is why it is essential to

incorporate the perspective of gender of the processes of communication and diffusion, avoiding stereotypes messages and images and normalized the presence of women on the scientific and academic field.

### **Operative goal 1. Promoting reflection and debate on equality and other relative sides of gender equality on the university community**

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We must bear in mind that, according to the diagnosis of our university, there is a false belief that this is a neutral institution regarding the question of gender and that equality is already achieved. Nevertheless, there are groups conscious of the gender discriminations and persons who, not being an active part of any group or gender specific activity, have assumed the necessity to fight actively to achieve real equality. The most explicit resistances towards gender equality policies have decreased especially when regulations on gender equality grew.

We must face the need to reflect on this question collectively. In doing so, it is necessary to develop a series of awareness actions which strengthen equality as an assumed value for the whole of the university community.

Another important feature to be bore in mind in these actions is the need to share experiences, difficulties and achievements of the women, which could mean a cultural flow and the creation of role models to face difficulties, dismantling stereotypes and creating networks that minimize the negative impact of androcentric culture.

- Diffusing among the university community the current regulations on gender equality
- Creating a program of debate, reflection events and conferences targeting the university community on especially sensitive topics such as conciliation, violence, and transmission of equality values or inclusive language
- Creating events with a positive message towards gender equality and move outside the University and reaching the society.

- Promoting or supporting artistic, cultural or scientific manifestations to recognize and make more visible the contributions of women and contributing to the culture of equality.
- To power and give visibility to the web site of the gender committee offering an accessible site, dynamic on its contents and participative, that helps the interrelationships between the university community and society in general.
- Promote the culture of female entrepreneurship with mentoring actions.
- Stimulating and supporting student associations in those activities that promote gender equality.

### **Operative goal 2. Incorporating the gender perspective on the diffusion and communication**

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There is more and more conscience on the necessity of employing a non-sexist language and a non-stereotyped image. Nevertheless, on the real fact sphere there have not been many progresses, especially since it provokes many resistances because the general reasons to use an inclusive language are not understood. Using a language without sexism is an important feature on defending equality. In fact, the different equality regulations have incorporated this topic on their articles. The final purpose of this is not to treat symmetrically women and men on the linguistic sphere, but gaining precision and exactitude on cognitive sphere, not excluding nor making invisible any of the genders.

The analysis of the communication on the institution is very relevant to know the existing culture of equality. Language, both in the verbal and iconic sphere, is a social construction of great importance because it not only designates reality, but interprets and contributes to its creation.

In the current world, iconic language is especially important for the communication and transmission of ideas, and so for the transmission of stereotypes. Quite often the pictures reflect a stereotyped reality that maintains the sexual division at work and space. Many works and spaces are not assigned yet according to the traditional roles of gender, reproducing and favouring inequalities and contributing to maintaining patterns of behaviour and differentiated roles. The way in which men and women are portrayed on the media always implies an interpretation of the world referring to a gender portrait, adding also the subtle sexism on pictures is not always perceived.

University must be clear on its commitment towards equality also in these symbolic features, especially due to being an institution of education working in the field of knowledge. Language and the iconic references must reflect reality in an equality way, there must be taken care of the presence of balanced presence of women and men, and also the equity in its value or whatever it represents. For instance, offering images of women in works and professions non-traditional regarding gender, or images of men and women sharing every space and fields. The basic elements to be considered in the gender perspective in this symbolic field should be balance and equity in the presence, visibility, hierarchy and value in the representation.

In the analysis it was detected that the processes and procedures of communication (image, language and message), could be improved to avoid gender bias.

- Establishing criteria for the incorporation of gender perspective at the elaboration of the new rules and documentation of procedure and diffusion
- Elaborating and diffusing a protocol on the transmission of images for women on the university based on the equality principle.

- Designing and implementing a tracking procedure of the incorporation of gender perspective on the internal and external communication Bugema University, prioritizing on public acts and campaigns.
- Maintaining a systematic revision of the whole institutional documentation of Bugema University in order to incorporate the gender perspective involving the responsible services of linguistic normalization
- Maintaining a strategy of revision of the printed documentation: business cards, organograms, positions denominations, forms, cards or any other
- Transmitting an equal, plural non-stereotyped image of women and men in order to make visible women and their contribution to the results and success of the organization.
- Analysing the presence of the women in the corporate image and the image of the institution projecting on the media to assess the neutrality that projects the organization on the internal and external field

### **Strategic focus 3: TEACHING, RESEARCHING AND KNOWLEDGE TRANSFERENCE WITH A GENDER PERSPECTIVE**

#### **Strategic goal. Integrating gender perspective on the generation, transmission and knowledge transference**

The university, as an organization aiming to create and transmit knowledge and the democratic and equity values is a fundamental reference of the scientific knowledge and innovation in our society. Furthermore, it has a great capacity of influence and transformation of the society, on the strictly academic activities and the projection of cooperation activities and collaboration with other institutions. Gender perspective must be incorporated into this activity.

As it is shown on the analysis, it has not been acknowledged the comprehensive gender perspective on teaching nor in research. In fact, only a few people incorporate this perspective comprehensively, and when someone teaches or researches from the gender paradigm, a ghetto effect is produced, because it is usual to think that gender preoccupation is a personal matter, marginal or an anomaly. On the other side, on the analysis there were also identified weaknesses related to the diffusion of gender sensitive research, and the transference of this knowledge to the society.

### **Operative goal 1. Giving visibility and diffusing gender perspective on teaching, research and knowledge transference**

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Teaching and researching with a gender perspective has a long path on this University. Even though, on this diagnosis it is detected a great lack knowledge of subjects, persons, groups and researches that lead their efforts towards this direction.

A first step to move forward is to make public, diffuse and recognize all this work for being taken on the university community and society in general. Measures proposed on this operative objective gather the specific activities of the university: teaching, researching and knowledge transference.

- Elaborating and diffusing a database that covers all the training gender specific offer of Bugema University.
- Elaborating and diffusing a database on teams and researching projects that involve gender perspective especially for its importance on the society.
- Elaborating and diffusing a database of experts on gender belonging to the Bugema University to facilitate the exploitation of talent and resources belonging to the University and transfer them to society.

- Elaborating a system of gender indicators that allows the assessment of gender perspective incorporation on programs, teaching guides and title guides
- Boosting the revision of the terminological resources employed on the University Library on its catalogue regarding gender and female studies.
- Generating a basic bibliography for the integration of gender dimension on different areas of knowledge

### **Operative goal 2. Boosting the incorporation of gender perspective on teaching**

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This diagnosis has analysed Study guides, teaching guides and subject programs verifying that gender perspective is not, in general, implemented on students training. This lack of training influences negatively in the quality of their training, professional profile and also their personal development. Incorporating a gender perspective on training is an essential condition to eliminate the bias of the androcentric model dominating the scientific thinking and in the teaching praxis.

In order to incorporate gender perspective, it is a priority to tackle the training of the professors as a key element to boost it. In addition, it is important to elaborate tools and propitiate meeting points to share experiences and good practices.

In the regulation on the implementation of new grades it makes an explicit reference to the fact that in the study plans must add teaching related to the fundamental rights and of equal opportunities between men and women.

- Safeguarding, through the corresponding bodies, for the incorporation of gender perspective on various titles offered by

Bugema University and boosting the teaching contents based on gender, on the teaching offer of titles

- Boosting the creation of a master and/or doctorate based on gender.
- Supporting the elaboration of teaching guides and materials to allow the inclusion of gender perspective on the targets, contents, strategies, language, etc
- Incorporating gender dimension on the design and the activities of the Tutorial Action Plan
- Diffusing good practices on the incorporation of gender perspective to the teaching
- Consolidating the module: Incorporation of the gender perspective on the training directed to the new professors as an element of innovating character
- Favouring the gender perspective in the virtual teaching: contents, methodology, images, language, gender and its.
- Incorporating or reinforcing modules, materials or specific seminars on gender on the training master of secondary education.

### **Operative goal 3. Boosting the incorporation of the gender perspective in research and in the knowledge transference**

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In the diagnosis it is seen that the field of investigation presents lacks similar to those referred on the field of teaching. There are few the researching groups which incorporate gender perspective whether as an element or category to be considered, or as a germ of their researches. Nowadays is very important to make an effort to recognize, boost and promote the research lines related to equality between men and women in every field and area of knowledge which is going to affect in a positive way in the life quality of persons, the promotion of equality values and civil equality.

Besides, performing a diagnosis it is detected a lack of balance on the participation between women and men on researching teams and in the figure of a main researcher. It is essential to boost a balanced participation between men and women and in the stimulation of gender-based researching networks.

- Including gender researching as a thematic area to be prioritized in the researching activity at Bugema University.
- Stimulating the participation of women in researching teams.
- Supporting researching teams with a balanced presence of women and men or in those in which a woman in the main researcher.
- Supporting those structures which purpose would be the knowledge and researching on women, gender relationships and feminism.
- Promoting and supporting the establishment of researching networks that develops their duties on the women and gender studies.
- Acknowledging the work of scientific women and science based on a gender perspective.
- Acknowledging the teaching and researching activities that integrate gender perspective through awards, grants or public events.
- Considering the gender perspective as other criteria in the assessment of the materials to be published by the Publishing Service.
- Promoting the entrepreneurship culture of women bearing in mind the proximity contexts and those sectors in which women are still a minority or an exception.
- Incorporating the gender perspective to the supporting program focused on maturing business ideas and following up the process of creating a business, in collaboration with business organizations and associations.



