



Gender Equality Policy

A model for the horticultural sector in East and Southern Africa



The African Women's
Development and
Communication Network



AKINA MAMA
WA AFRICA

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For a copy of this report, contact:

The African Women's Development and Communication Network (FEMNET)

KUSCCO Center, Kilimanjaro Road, off Mara Road

PO Box 54562 -00200, Nairobi

Tel: +254 20 271 2971/2 Fax: +254 20 271 2974

admin@femnet.or.ke

www.femnet.org

 FEMNET Secretariat

 @femnetprog

 FEMNET1

 FEMNETSecretariat

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Design & Layout: James Chunguli

Crimson Communications Ltd.

jameschunguli@gmail.com

Table of Contents

Acronyms and Abbreviations	iv
Acknowledgements.....	v
1.0 Introduction	1
2.0 Context/Background	3
3.0 Objectives of the policy.....	5
4.0 Scope.....	7
5.0 Specific Areas to be included in the Model Gender Equality Policy	9
5.1 Institutional transformation – Creating an enabling environment.....	9
5.1.1 Management positions	9
5.1.2 Staff profile and recruitment.....	9
5.2 Career Development and Skills Enhancement.....	10
5.3 Working conditions and practices	10
5.4 Pregnancy and maternity needs.....	11
5.5. Occupational Health and Safety.....	11
5.6. Sexual Harassment.....	12
6.0 Gender Management System: Structure and Responsibility	13
6.1 Board of Directors	13
6.2 Steering Committee	13
6.3 The Gender Committee.....	13
6.4 Gender-Equality Allies.....	14
6.5 Employees	14
6.6 Gender audits (monitoring and evaluation).....	14
7.0 Capacity building and awareness-raising	17
8.0 Resource Allocation.....	19
9.0 Gender Equality Action Plan.....	19
Appendix 1. Legal and Policy Instruments relevant for this Policy	20
Appendix 2. Glossary.....	21

Acronyms and Abbreviations

CESTRAR	Women's Network and Rwanda Workers' Trade Union Confederation
FEMNET	The African Women's Development and Communication Network
GMS	Gender Management System
HIV/AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome
HR	Human resources
ILO	International Labour Organisation
UWEA	Uganda Workers' Education Association in Uganda

A background image of a field of white chrysanthemums. In the background, there are wooden stakes or posts, some with numbers like 13, 14, 15, and 16 written on them. The flowers are in various stages of bloom, and the overall scene is bright and sunny.

Acknowledgements

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GENDER EQUALITY POLICY

A model for the horticultural sector in East and Southern Africa

1.0 Introduction

In 2011, Hivos debuted the Women@Work Campaign designed to contribute to decent work for women who earn their living in global value chains in the horticultural sector, particularly those growing flowers, fruits and vegetables for export. The initiative had found that women, who make up the majority of workers in this sector, faced several workplace violations and labour rights abuses, as well as exploitation. Some of the dominant challenges include; low wages, sometimes exacerbated by wage theft which could not allow the workers to fend for themselves and their families; poor working conditions exemplified by lack of protective gear; sexual harassment disproportionately experienced by women and short term or no contracts which flouted a number of employment law benefits and entitlements. Above all, there was a stark absence of women in leadership and other decision-making positions, in spite of their dominance in numbers on the farms.

The Women@Work Campaign now operational in eight East and Southern African countries advocates for decent work for women. The Campaign's main advocacy areas include; fair income (living wage); security in the workplace (dealing with issues of sexual harassment); good labour conditions (contracts, social protections systems); compliance with international safety standards; freedom to organise; and women's leadership. Through the Women Leadership Project, Akina Mama wa Afrika contributes to the campaign through building the capacity of women workers to participate in critical decision making spaces to demand and influence changes in policy and practice to enable them enjoy their economic and social rights both at the workplace and in the wider economy. The project is implemented in partnership with Uganda Workers' Education Association (UWEA) in Uganda, The African Women's Development and Communication Network (FEMNET) in Kenya, and Rwanda Women's Network and Rwanda Workers' Trade Union Confederation (CESTRAR) in Rwanda.



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About the Model Gender Equality Policy

To ensure that gender equality is fully incorporated in the laws, policies, practices and norms of the horticulture sector, both as a universal human right and an end in itself, this model gender equality policy has been developed. Besides contributing to strengthening the capacity of women workers to deploy their leadership skills at the personal and institutional level, AMwA also contributes to providing technical assistance and developing tools for use by flower farms to ensure gender-responsive workplace policies and practice. The model gender equality policy is one such tool.

This model policy seeks to encourage the horticultural sector to promote the equal realisation of dignity and human rights for all genders with the understanding that gender and power and dynamics disproportionately disfavour women in both the public and private sphere. This policy will provide a framework to flower farms to develop their own specific gender policies.

The overall goal of this model policy is to build a diverse and inclusive workforce and to ensure that job applicants and employees do not receive less favourable treatment at work on the grounds of age, gender, marital or civil partnership status, pregnancy, maternity, family responsibilities, sexual orientation or gender identity.



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2.0 Context/ Background

In 2019, three partners of the Women's Leadership Project under the Women@Work Campaign; FEMNET, Rwanda Women's Network and UWEA conducted gender audits at seven (7) flower farms in Kenya (3), Rwanda (1) and Uganda (3). A gender audit is essentially a social inspection that assesses the extent to which gender equality is effectively institutionalised in the policies, programmes, organisational structures and proceedings (including decision-making processes) and in the corresponding budgets. (European Institute for Gender Equality). It establishes a baseline, identifies critical gaps and challenges, and recommends ways of addressing them, suggesting possible improvements and innovations. It also documents good practices towards the achievement of gender equality. A gender audit not only supports the development of gender equity strategies to promote equality but will also encourage the development of gender sensitivity throughout the workplace and organisational environment.

In order to develop a responsive, relevant and contextualised policy, it was critical for this instrument to be informed by the findings on the ground.

Their findings revealed that there is a general understanding and embrace of the concept of gender and gender equality. An analysis of practice showed that farms were willing to identify with the idea of gender sensitivity and to be regarded as being leaders in that regard. When questioned on how gender is inculcated into workplace policies and practices, farms were eager to show that most employees they hired were women and that they were aware of the unique needs that arose because of this. Across the board, all farms had breastfeeding breaks for nursing mothers ranging anywhere between 30 minutes to an hour and a half. Access to paid maternity leave was practiced across all the farms and pregnant women were given light duties, sometimes as early as 7 months for some farms. The majority of farms also had crèches/nurseries where children from 3 months to 5 years (depending on the farm) stayed during working hours. Conversations around workplace culture implied that farms were aware of sexual harassment and that the practice was roundly condemned. A number of the farms also had gender committees and said they invested in gender awareness trainings for workers and management.



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A closer examination of practice however reveals that quite a few gaps still exist. Although women make up most of the workers, very few of them held any leadership positions. There were generally no concrete plans on the ground on how to actively recruit women into positions of leadership or avail them opportunities to build capacity to access these positions. On issues of maternity, while all farms do provide breastfeeding breaks, some women are unable to take advantage of this provision as they use that time to work in order to meet the targets set for the day. Furthermore, there was an observation of job segregation by gender across all the farms with some positions considered solely women's work. In Uganda It was observed that during recruitment, certain jobs were secured for specific genders while other jobs were for both female and male. Women tended to have access to roles such as sweeping, grading harvesting, while men did spraying, construction, transportation. It was not overtly encoded in policy but both women and men have an understanding of what jobs they should apply for and which ones are off limits. Generally, although sexual harassment was recognised as toxic to the workplace, institutional policies were either insufficient to handle cases of sexual harassment or did not exist at all. The mode of handling cases therefore mostly was at the discretion of the Human Resource Managers. In other farms, the gender committee was tasked with taking forward such cases but without a guidance document on how to handle cases, again, it was up to their discretion to decide how it would pan out.

Above all, the gender audits raised certain issues that raised the following recommendations.

- The need for the development of concrete and effective strategic and action plans;
- The need to ensure a clear understanding of gender responsiveness, women's empowerment and sexual harassment at the workplace;
- The lack of strategies and training promoting women in managerial and leadership positions;
- The need to ensure that practical needs of women are met at the workplace;
- The need to review and ensure implementation of Maternity and Childcare policies;
- The lack of comprehensive Anti-Discrimination and Sexual Harassment Policies addressing such violations of human rights;
- The need to increase gender awareness and capacity building of staff at all levels, especially amongst members of the Gender Committee and Human Resources Department

3.0 Objectives of the policy

This policy provides a framework which will accelerate the realisation of gender equality, fairness between men and women, and non-discrimination in the workplace. This instrument provides guidance on how to integrate a gender perspective on policy formulation and implementation of practice. In order to be effectively implemented, the Gender Equality Policy requires that gender equality be institutionalised in the workplace culture, structure and processes, while a gender perspective be tackled as a cross-cutting issues.

1. Establish and promote a gender-responsive institutional framework for implementing the diverse commitments related to human rights, gender equality and empowerment of women;
2. Accelerate the integration of Gender Equality and Equity principles in institutional and legal frameworks, policies and programmes; resource allocation and strategic plans, human resources (HR), performance-management systems and decision-making processes at all levels;
3. Develop guidelines and standards to enforce, monitor, evaluate the creation and follow up of a gender-responsive environment with a view to ensure gender equality and empowerment of women;
4. Promote equitable access for both women and men to resources, knowledge, information and services including basic needs; and facilitate the implementation of corrective measures to address existing inequalities with regard to access to and control over resources as well as other empowerment opportunities;
5. Promote the development of additional set guidelines and standards to prevent and address gender-based violence, discrimination, and gender-unresponsive language and practices, and to ensure social protection at the workplace

The policy is underpinned by the following Human Rights' Principles;

- Equality and non-discrimination;
- Universality;
- Indivisibility, interdependence and interrelatedness of rights;
- Participation and inclusion. It is not enough to programme for women; one has to programme with women.



4.0 Scope

The policy is an internal guidance document, outlining a joint vision, strategic priorities and processes for integrating gender perspectives throughout the workplace. It requires the application of gender analysis at all stages of policy and programme work, including designing, planning, implementation, periodic monitoring and evaluation, impact assessment and development of measurable gender indicators.

Areas of strategic focus:

For the aspirations to be realised, certain areas of strategic importance will be focused on. These include

- a) Gender-responsive policies, procedures, practices and processes at all levels of the workplace;
- b) Representation of women in leadership positions and a balanced workforce composition at all levels;
- c) Career development and skills enhancement;
- d) Capacity building on gender awareness (ensuring that staff are equipped and supported to promote gender equality and are clear on their responsibilities;
- e) Building inclusive workplace-identification and elimination of all direct and indirect discriminatory practices;
- f) Monitoring and evaluation.

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5.0 Specific Areas to be included in the Model Gender Equality Policy

This section outlines the specific measures to be implemented to enable an adequate gender-responsive environment, addressing both the strategic objectives and practical needs of women at the workplace.

5.1 Institutional transformation – Creating an enabling environment

This Policy aims to ensure that gender equality and non-discrimination at all levels and in all areas of the company is promoted through:

5.1.1 Management positions

- a) Ensuring that there is progressive growth to equitable representation and participation of men and women at Board level and Senior Management Team;
- b) Ensuring that women representation in executive and senior management positions is realised;
- c) Ensuring that at any given time, women and men are equitably represented at the various levels of management of the different departments, e.g., Administrative Manager, Operations Manager, Harvest Manager, Human Resources Manager, Export Manager, and Accounts Manager.

5.1.2 Staff profile and recruitment

- a) Ensuring priority to recruiting and retaining adequate female staff at all levels to ensure gender-balance;
- b) At the supervisor level all recruitment and promotion 50 % shall be reserved for women;
- c) Ensuring that written agreements governing the employer/employee relationship are made in a language that is understandable to both parties.
- d) Ensuring equal pay for work of equal value for both female and male workers at all levels (C100 - Equal Remuneration Convention, 1951 (No. 100), and Maputo Protocol);
- e) Ensuring that the maximum of working hours and weekly rest are respected by both the employer and employees without distinction of sex (C001 - Hours of Work (Industry) Convention, 1919 (No. 1));
- f) Ensuring that all employees exercise their right to leave with full pay without distinction of sex (C132 - Holidays with Pay Convention (Revised), 1970 (No. 132));
- g) Ensuring that workers access to parental - both maternity and paternity - leave with full pay and no repercussions is included in all contracts (ILO Maternity Protection Convention, 2000 (No. 183) and Maputo Protocol (No. 183);

- h) Prohibiting the use of pregnancy testing at the recruitment stage;
- i) Prohibiting the firing of pregnant workers;
- j) Prohibiting mandatory HIV/AIDS testing at the recruitment stage;
- k) Ensuring that all employees are entitled and provided with the rights upon termination of contracts and dismissal without distinction of sex (C098 – Right to Organise and Collective Bargaining Convention, 1949 (No. 98)).

5.2 Career Development and Skills Enhancement

- a) Ensuring that all managerial posts in the company are thoroughly advertised, and women are encouraged to apply in categories in which they may be under-represented;
- b) Ensuring that, where a woman and a man are equally qualified for a managerial post in a category and/or department in which there is a gender imbalance, the gender that is under-represented will be encouraged and given priority;
- c) Reviewing and evaluating the skills gaps which act as an obstacle for women's career development;
- d) Identifying high-potential women at all levels and supporting their career towards higher positions;
- e) Organising awareness campaigns to inspire, encourage and mentor women to supervisory and managerial areas using role models;
- f) Facilitating access for women in leadership positions to attend forums for women to network and discuss challenges at the workplace
- g) Supporting female workers at all levels with intensive skills training focused on leadership, management, and organisational capacity building to ensure that a gender-responsive culture is developed;
- h) Providing skills training through apprenticeship for women to occupy non-traditional positions, e.g., Electricians, quality control, machine operations.
- i) Providing student development programmes where women are given priority;
- j) Ensuring that training opportunities, times, and facilities are appropriate, accessible, and family-friendly for women.

5.3 Working conditions and practices

- a) Reviewing daily practices and processes at the workplace that might exclude women or make them uncomfortable or unable to perform their tasks;
- b) Provision of well-equipped washrooms located separately for men and women;
- c) Hiring of a female security guards to handle female employees at the security check of the gate at the entrance and exit of the workplace;
- d) Possibility of compassionate leave of 1 month if requested;
- e) Supporting gender-responsive automation process and the use of new technology by female workers through training;
- f) Provision of transport free of charge for all workers commuting long distances.

5.4 Pregnancy and maternity needs

Following the ILO Maternity Protection Convention 2000 (No. 183) and the Maputo Protocol, the company commits to ensure working conditions that meet pregnant and nursing mothers' needs through:

- a) Adaptation of pregnant women's duties to lighter ones in less risky environments at five months of pregnancy, e.g., tasks that do not require bending, such as opening flowers and suckers, removing silicon tubes and dead plants in propagation and washing buckets filling tins for planting flowers;
- b) Such an adaptation of tasks to the pregnancy period shall not entail a reduction of wages;
- c) Availability of and easy access to clinic and restrooms for pregnant mothers
- d) Provision of maternity leave of not less than 14 weeks with full pay and no repercussions on their employability in accordance with the ILO Maternity Protection Convention 2000 (No. 183);
- e) Provision of maternity leave to women who have suffered a miscarriage;
- f) Extending paternity leave to fourteen days after delivery, supported by sensitisation on the sharing of family responsibilities and relevance of paternity leave;
- g) Adoption of 'flexi-hours' and adaptation of working schedules, rest periods and holidays to meet family needs for both men and women;
- h) Provision of day-care facilities for all babies from 3 months to 3 years with at least part-time nannies. Breakfast and meals for children shall be provided by the company, with a fridge available to preserve food and milk for babies. The facilities' space shall be planned, and expanded if necessary, to accommodate the babies based on age groups;
- i) Provision of breast-feeding breaks for a minimum total of one hour and thirty minutes, which shall be scheduled before eating breaks (breakfast, lunch) and/or at closing time. Such breaks shall be included in their schedules and day's target/tasks without any financial or discriminatory repercussions.

5.5. Occupational Health and Safety

In accordance with the ILO Occupational Safety and Health Convention 1981, the company should ensure healthy and safe conditions at work through:

- a) Provision of appropriate protective equipment for all workers according to their duties and working environment irrespective of gender;
- b) Provision of training for all workers on health and safety annually;
- c) Ensure that every two years all workers in the cultivation, harvesting and finishing sections are medically examined by a doctor;
- d) Provision of medical examinations every three months to workers engaged in handling any potentially hazardous material at the employer's expense without distinction of sex.

5.6. Sexual Harassment

Sexual harassment is discriminatory and a gross violation of human rights. To ensure the success of the gender-responsive efforts of the company, this Policy encourages the development, implementation and periodic review of the Sexual Harassment Policies. Such documents shall include:

- a) The creation and designation of duties of a Sexual Harassment Sub-Committee as part of the Gender Committee to be in charge of sexual harassment issues and complaints;
- b) The provision of periodic capacity-building training for all members of the Gender Committee and Human Resource Department, especially those belonging to the Sexual Harassment Sub-Committee;
- c) The implementation the stipulated preventive measures, including the dissemination of the policy and public staff awareness activities;
- d) The promotion and implementation of practices to create a conducive environment for women and men to report incidences of sexual harassment;
- e) The provision of effective protection of and support to the affected person, as well as witnesses and investigators;
- f) The implementation of a Complaint Procedure established in accordance to the law that is accessible to all workers in a comprehensive manner.

6.0 Gender Management System: Structure and Responsibility

To fulfil the aims of this Policy, it is required to ensure gender responsiveness in the formulation and implementation of the company's strategic plans and programs. The process shall be led by an effective Gender Management System (GMS) made up of structures and tools aimed at implementing and sustaining a coordinated gender sensitive response. The mandate of this system is to ensure the implementation, monitoring, and evaluation of the Policy's aims, strategic priorities and actions at the institutional, strategic and political decision-making levels and subsequent programmes and plans.

6.1 Board of Directors

The system is to be overseen by the Board of Directors, which shall provide strategic leadership and direction in the implementation of this Policy at the highest level. The Managing Director (MD) shall be the key accounting officer on gender equality. They shall work together with the Board of Directors to:

- a) Provide leadership and guidance to line managers and staff on gender equality and women's empowerment agenda and strategy;
- b) Implement and monitor the policies and strategic deliverables, and to ensure that the adequate resources (human and capital) are allocated to support gender responsiveness;
- c) Communicate, review and update the strategy and policy.

6.2 Steering Committee

To sustain these efforts, a Steering Committee composed of the Managing Director and representatives from the Human Resources Department, the Trade Unions and the Gender Committee shall:

- a) Be accountable for progress towards gender parity, equality of opportunity and equal treatment for both men and women at all levels;
- b) Undertake in-depth analysis of all HR procedures that constitute bottlenecks to gender equality and empowerment;
- c) Support the regular conducting of investigations and consultations regarding discriminating practices, on-ongoing and emerging concerns and activities, collected on subsequent reports.

6.3 The Gender Committee

The Gender Committee stands as a cross-cutting key mechanism in this Gender Management System. The Committee is to be led by a female representative and shall be composed of elected representatives from each department in the company/farm. It is highly recommended that 75% of the gender committee is composed of women. It shall also include the Sexual Harassment Sub-Committee as an integral part of its membership. The members shall receive regular gender-focused training, providing tools and skills to analyse and manage gender-specific issues and challenges arising in the workplace.

The mandate of the Gender Committee is to deal with all gender-related issues arising in the workplace, including but not limited to:

- a) Participation in the Gender Audit as core stakeholders holding management accountable
- b) Conducting consultations with all staff at different levels to obtain input on the specific challenges women and men face at the workplace;
- c) Preparation of reports on the resulting findings of the investigations;
- d) Receiving staff members' concerns and complaints in strict confidentiality;
- e) Supporting complainants in the process of submitting and following up complaints;
- f) Facilitating communications and mediation between staff and management members on gender-responsive issues;
- g) Advising and presenting issues to the Workers Committee, Human Resources Department and Management Team;
- h) Conducting regular gender-specific training, workshops and debates involving all workers at all levels, including management officials.

6.4 Gender-Equality Allies

The Gender-Equality Allies shall:

- a) Represent their group/ department in the Gender Committee;
- b) Be responsible for building the capacity of staff to promote gender equality within their group/ department;
- c) Be a catalyst for behaviour change and responsiveness;
- d) Monitor and support gender-focused analysis, measures and initiatives;
- e) Support the prevention and elimination of all forms of discrimination within their group/department.

6.5 Employees

- a) Each staff has the responsibility to watch, prevent, and react against any form of discriminating behaviours or practices which go against the principles and values of this Policy.
- b) Employees at all levels must ensure they are not contributing to any form of discrimination with their decisions, actions and non-actions.
- c) All staff must ensure they do not intimidate, abuse or harass others.

6.6 Gender audits (monitoring and evaluation)

Performance shall be measured both at an organisational and programme level, as well as at an individual level through annual gender audits. The gender audit tool can be accessed here: https://www.akinamamawaafrika.org/wp-content/uploads/2020/02/Gender-Audit-Tool_FINAL_.pdf

The following are the objectives for carrying out the gender audit:

- a) To generate understanding of the extent to which gender mainstreaming has been internalised and acted upon by the employers and employees;
- b) To assess the extent of gender mainstreaming in terms of the development and practise of gender responsive policies and programmes;
- c) To identify and share information on mechanisms, practices and attitudes that have made a positive contribution to mainstreaming gender in the organisation;
- d) To assess the level of resources allocated and spent on gender mainstreaming and gender activities;
- e) To examine the extent to which human resources policies are gender-sensitive.

Gender audits shall be undertaken under the responsibility of the Managing Director. Therefore, it requires demonstrated will from senior management particularly as these audits require resources, planning and coordination.

The results shall be measured using gender-responsive analysis tools and indicators integrated into the monitoring and evaluation system of the company. Indicators shall integrate both qualitative and quantitative approaches. The collection of data shall be undertaken and updated by an independent body, ensuring its accuracy and regularity.

Following monitoring and evaluation, the Executive Board and Management Team shall take concrete measures to address the challenges in accomplishing the set targets and inform policy change. The effectiveness and accountability is to be further strengthened by the Trade Unions, who shall include such gender concerns in the collective-bargaining agreement



7.0 Capacity building and awareness-raising

The Company shall undertake actions and activities in line with the principles and objectives of this Policy to ensure that all staff is involved and kept informed of developments and trends. Raising-awareness activities shall be undertaken at all levels. The Human Resources and Gender Committee shall work together to:

1. Participate in at least annual gender-focused training, providing tools and skills to analyse and manage gender-specific issues arising in the workplace;
2. Participate together with the Sexual Harassment Committee in periodic trainings on prevention and management of sexual harassment from a 'bystander' and 'survivor-centered' approach;
3. Provide technical backstopping to senior management levels in the formulation and implementation of gender action plans
4. Conduct consultations with the female staff at different levels to obtain input on the specific challenges at the workplace;
5. Distribution of the Non-Discrimination and Sexual Harassment Policies amongst staff at all levels and departments expressed in the different languages of workers in a comprehensible manner;
6. Display of pictures and flyers illustrating acceptable and non-acceptable practices and attitudes related to the core principles that underpin this Policy at conspicuous areas of the workplace. These shall include but are not limited to: gender equality, non-discrimination, sexual harassment, sexuality and education, including HIV/AIDS;
7. Conduct regular, gender-specific workshops involving all workers at all levels, including management officials, in active discussions addressing, i.e., principles and practices of gender equality and equity, non-discrimination, women's empowerment, and leadership.
8. Incorporate the gender policy in working practices of new and veteran staff;
9. Conduct sensitisation workshops and debates on the sharing of family responsibilities, domestic and unpaid care work;
10. Conduct sensitisation workshops and debates about sexuality and education, including HIV/AIDS;
11. Conduct sexual harassment sensitisation activities in support of the Sexual Harassment Committee



8.0 Resource Allocation

The budget is a key management tool for ensuring that gender responsiveness takes place. Integrating gender-specific priorities into the budget falls into the duties of the Board of Directors, under the supervision of the Managing Director (MD). Such allocation needs to be strategically driven and carried out within the fiscal budgeting framework. This shall facilitate the understanding and institutionalisation of gender concerns at the different levels of the company.

The resource allocation shall be appropriate for:

1. Ensuring the implementation of the Gender Equality Action Plan;
2. Determining the extent to which budgetary allocations reflect gender sensitivity, and address key gender priority areas in respective sectors at all levels;
3. Determining the extent to which there have been specific budget allocations for gender analyses, tracking information and developments on gender equality at the workplace.

9.0 Gender Equality Action Plan

The adoption of a Gender Equality Policy Action Plan is crucial to translate the Gender Equality Policy into real action. This strategy shall contain the specific goals, strategic objectives of the Gender Equality Policy while outlining the specific actions to be taken for its accomplishment. It shall also specify agreed assessment criteria and standards to monitor, evaluate and ensure the follow up of the strategies developed. Action planning is the responsibility of the Steering Committee (Managing Director, Human Resources, and Gender Committee) implementation strategy.

An example of an effective and concrete Action Plan shall contain the following aspects:

- Priority x:
- Goal x:

Objectives	Strategy	Activities	Expected Outcomes	Means of verification	Responsibility
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Appendix 1

Legal and Policy Instruments relevant for this Policy

- *Protocol To The African Charter On Human And Peoples' Rights On The Rights Of Women In Africa 2003*, also called *Maputo Protocol* https://www.un.org/en/africa/osaa/pdf/au/protocol_rights_women_africa_2003.pdf
- *ILO Equal Remuneration Convention 1951*
https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_fs_84_en.pdf
- *ILO Hours of Work (Industry) Convention 1919*
https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C001
- *ILO Holidays and Pay Convention 1970*
https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:51:0::NO:51:P51_CONTENT_REPOSITORY_ID:2543148:NO
- *ILO Maternity Protection Convention 2000*
https://www.ilo.org/wcmsp5/groups/public/@dgreports/@gender/documents/genericdocument/wcms_114195.pdf
- *ILO Right to Organise and Collective Bargaining Convention 1949*
<http://un-act.org/publication/ilo-convention-no-98-right-to-organise-and-collective-bargaining-convention-1949/>
- *Compendium of Labour Rights – Akina Mama wa Afrika*
<https://www.akinamamawaafrika.org/wp-content/uploads/2019/10/AKINA-COMPENDIUM-OF-LABOUR-RIGHTS.pdf>
- *Gender Audit Tool*
https://www.akinamamawaafrika.org/wp-content/uploads/2020/02/Gender-Audit-Tool_FINAL_.pdf

Appendix 2

Glossary

Empowerment of women and girls

It concerns the process for women and girls gain power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. This implies that to be empowered they must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use these rights, capabilities, resources and opportunities to make strategic choices and decisions (such as is provided through leadership opportunities and participation in political institutions).

Gender-Based Violence

Violence that is directed against a person on the basis of gender. Gender-Based Violence has consequence at the workplace, extracts from employees productivity, increases absenteeism, resignation without notice, mental and physical harm with increase in health related cost.

Gender Equality

The result of the absence of discrimination on the basis of a person's sex in opportunities and the equal allocation of resources or benefits in access to services. Thus, it involves the entitlement and exercise of equal rights, responsibilities and opportunities for both women and men.

Gender Equity

It refers to fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. Equity leads to equality.

Gender discrimination

Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.

Gender stereotypes

Simplistic generalisations about the gender attributes, differences and roles of women and men. Stereotypical characteristics about men are that they are competitive, acquisitive, autonomous, independent, confrontational, concerned about private goods. Parallel stereotypes of women hold that they are cooperative, nurturing, caring, connecting, group-oriented, concerned about public goods. Stereotypes are often used to justify gender discrimination more broadly and can be reflected and reinforced by traditional and modern theories, laws and institutional practices.

Indivisibility, interdependence and interrelatedness of rights

The spectrum of international human rights covers civil, cultural, economic, political and social rights. All of these rights, including those especially addressed to women, are intertwined and as such, cannot be subjected to selectivity.

Both women and men have the right to access information and participate in decision-making processes that affect their lives, wellbeing and enjoyment of human rights.

Sexual Harassment

A director implicit request to an employee for sexual intercourse, sexual contact or any other form of sexual activity that contains—

- an implied or express promise of preferential treatment in employment;
- an implied or express threat of detrimental treatment in employment;
- an implied or express threat about the present or future employment status of the employee;
- use of language whether written or spoken of a sexual nature such as unwelcome verbal advances, sexually-oriented comments, request for sexual favours, jokes of a sexual nature, offensive flirtation or obscene expressions of sexual interest that are addressed directly to the person;
- use of visual material of a sexual nature such as display of sexually suggestive pictures, objects or written materials or sexually suggestive gestures; and
- showing physical behaviour of a sexual nature such as unwanted and unwelcome touching, patting, pinching or any other unsolicited physical contact;

which directly or indirectly subjects the employee to behaviour that is unwelcome or offensive to that employee and that, either by its nature or through repetition, has a detrimental effect on that employee's employment, job performance, or job satisfaction.

Universality

All people everywhere, women and men, are entitled to all human rights because of its immutable character.



**The African Women's
Development and
Communication Network**

KUSCCO Center, Kilimanjaro Road, off Mara Road
PO Box 54562 -00200, Nairobi
Tel: +254 20 271 2971/2 Fax: +254 20 271 2974
admin@femnet.or.ke
www.femnet.org

 FEMNET Secretariat

 @femnetprog

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