



SADC Secretariat Workplace Gender Policy

“Only when we realise full gender equality and equity will this be a community of well being, one in which we experience an improved standard of living and an enhanced quality of life. This will be a society marked by freedom, social justice, peace and security....”

SADC Executive Secretary, Dr Tomáz Augusto Salomão at the April 2008 Meeting of Ministers Responsible for Gender/Women’s Affairs in Windhoek, Namibia

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AIDS	Acquired Immuno Deficiency Syndrome
BPFA	Beijing Platform for Action
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CSW	Commission on the Status of Women
DES	Deputy Executive Secretary
ES	Executive Secretary
GFP	Gender Focal Point
GMS	Gender Management System
GU	Gender Unit
HIV	Human Immunodeficiency Virus
ICPs	International Cooperating Partners
ICM	Integrated Committee of Ministers
M and E	Monitoring and evaluation
MDGs	Millennium Development Goals
MITEF	
PAs	Performance Assessments
PMS	Performance Management System
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SIF	Strategic Implementation Framework on Gender and Development (2006-2010)
SIPO	Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation
TOR	Terms of Reference

1.0 Preamble

The Southern African Development Community (SADC) Secretariat aims to be a centre of excellence in the region, and to be well placed to effectively support efforts by Member States to achieve the SADC common agenda. Equality between women and men through removing obstacles to the achievement of their full potential is a central goal and objective to achieve this; it is further recognised as a fundamental human right.

Addressing gender equality concerns in the Secretariat therefore ensures a fair and safe working environment for all women and men staff members. Adopting this perspective also allows the Secretariat to address any workplace gender inequalities on an ongoing basis.

Integrating a gender equality perspective in all projects and programme work serves the twin goal of directly contributing to achieving gender equality in the region and correcting inequalities, whilst also supporting Member States to achieve the same.

Ultimately, any progress the Secretariat makes in achieving gender equality is a significant step towards creating the potential for women and men to play a positive role, on an equal basis, in deepening regional integration, development and eradication of poverty.

2.0 Background and Rationale

2.1 Article 4 (c) of SADC's Founding Treaty promotes the principle of human rights, democracy and the rule of law, whilst Article 6 (2) states that "SADC Member States shall not discriminate against any person on grounds of gender, religion, political views, race, ethnic origin, culture or disability". This is the foundation of the gender equality agenda in the SADC region that informs the Secretariat's work. The SADC common agenda also recognises that mainstreaming gender is an essential part of community building.

2.2 Gender equality agenda has been reinforced and affirmed in SADC by several key regional and international legal and policy commitments made by Member States. Amongst these commitments is the Dakar Platform for Action (1994), the Beijing Declaration and Platform for Action (BPFA)(1995), the SADC Declaration on Gender and Development (1997), the Addendum for the Prevention and Eradication of Violence Against Women and Children (1998), the Convention on the Elimination of all form of Discrimination Against Women (CEDAW) (1997), the Millennium Declaration and Millennium Development Goals (2000), the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2005), and more recently the 2007 regional Gender Policy. The Regional Indicative Strategic Development Plan (RISDP), the Strategic Implementation Framework on Gender and Development (2006 – 2010) (SIF), and the SADC Gender Unit's 5 year Business Plan are designed to make these commitments operational.

2.3 These progressive commitments have yielded some positive results in removing discrimination on the basis of gender and promoting equality, however, empirical evidence has consistently shown that the status of women relative to men in SADC remains compromised. Women are poorer than men, experience the greatest impact of violence including being trafficked for sexual and other forms of exploitation, are faced with the biggest challenges as the infected and affected by HIV and AIDS, and still suffer discrimination due to harmful or negative cultural, traditional and religious practices. SADC governments have thus committed to address these inequalities between women and men, so that they can realise their potential and contribute to achieving the SADC common agenda.

2.4 Faced with the challenge of correcting gender inequalities, in particular as regards discrimination against women, SADC Member States, supported by the Secretariat have set goals to achieve gender equality and address inequality in all sectors. This is being done through mainstreaming gender in all policies, projects and programmes, whilst also addressing women's empowerment to eliminate discrimination and pave the way for real equality between women and men in regard to opportunities, benefits and outcomes of all initiatives.

2.5 The SADC Secretariat is the lead facilitator of Member States' goal to achieve gender equality and deepen regional integration. In this regard it has the responsibility to strengthen internal institutional structures, systems, mechanisms and focus so that it can meaningfully play the dual role of mainstreaming gender and advancing women's empowerment internally, as well as supporting Member States to the same. The Secretariat is thus playing a pivotal role as a champion of gender equality in the region, and must support this role through an internal policy, amongst other measures. This is to be done in a systemic way reinforced by a culture of learning from experience, in order to strengthen delivery in all spheres. The Secretariat shall also ensure gender equality is promoted as part of the institution's corporate identity, as outlined in the vision, mission and values.

2.6 There are several areas of organisational practice that still require strengthening if gender mainstreaming is to take root in the Secretariat. This includes setting targets and benchmarks for ensuring gender equality at key decision making levels, reviewing employee rights with a gender lens to align them with international best practices, targeted skills building on gender analysis, planning and programming, and addressing gender concerns in monitoring and evaluation mechanisms. This policy aims to set the framework for gender mainstreaming to be a central focus in the Secretariat. Further, relatively weak institutional structures and mechanisms require strengthening, so that an effective Gender Management System (GMS) is established.

3.0 Policy Statement

Gender equality in the workplace is a prerequisite for effective organisational performance and development, anchors professionalism and promotes results that contribute to positive societal change. Fundamentally, gender equality shall constitute a key value and objective of all the work of the Secretariat. It is therefore the commitment of SADC Secretariat to ensure:

- *Equality and Equity:* The SADC Secretariat is committed and uniquely positioned to take the lead in the region in promoting equality between women and men, challenging and correcting inequality as part of the broader agenda for achieving the SADC common agenda.
- *Gender mainstreaming:* translating this responsibility into concrete action, through making sure that a gender equality perspective informs all organisational rules, procedures, systems, mechanisms, projects and programmes in the Secretariat.
- *Equal representation and participation of women and men:* in all positions within the structures of SADC, in particular leadership and management.
- *Equal opportunity and benefit for men and women:* demonstrating that sustainable human development cannot be achieved without the full involvement of women and men.

4.0 Scope of Application

The Workplace Gender Policy shall form part of the set of SADC policies applicable institutionally and in the support provided to Member States.

5.0 Alignment with other Institutional Policies

The Secretariat has a number of policies aimed at strengthening its overall corporate strategy. This stand alone gender policy is an important step in demonstrating commitment to make gender equality issues and concerns a priority. It will also be a catalyst for accelerating the integration of a gender perspective in all spheres of the organisation, so that it becomes a routine part of the Secretariat's work.

The policy must be cross referenced and read with existing policies, and should inform all other SADC institutional policies as regards the mainstreaming of gender.

6.0 Goal and Objectives

The **goal** of the Workplace Gender Policy is to support equity and equality between women and men through removing all forms of discrimination, and integrating their experiences, ideas, rights, and issues in all spheres of organisational development and practice. This shall be done through the following **objectives**:-

- Taking concrete steps to ensure gender equality is integrated into all aspects of organisational practice, in order to unlock the potential of men and women internally and externally
- Setting out clear benchmarks and targets for achieving gender equality institutionally, so that value added and support provided to Member States is enhanced.

7.0 Guiding Principles

The following principles shall be central to every action towards mainstreaming gender equality in the Secretariat:-

- ✦ Gender equality is a fundamental human right
- ✦ All SADC policies, programmes and projects must contribute to gender equality
- ✦ Women's empowerment is central to achieving gender equality
- ✦ Partnership between women and men is critical to the success of any gender equality efforts
- ✦ Specific measures designed to eliminate gender inequalities are required in order to achieve gender equality, including affirmative action

8.0 Institutional Action to Mainstream Gender

In order to realise the objectives and overall goal of the Workplace Gender Policy the following steps shall be undertaken:-

8.1 Planning

Planning shall be informed by the following guiding frameworks:-

- ✦ RISDP (2003 -2015), which recognises gender and development as a cross cutting issue.
- ✦ The Strategic Implementation Framework on Gender and Development (SIF) (2006-2010) which identifies specific activities, benchmarks and targets to achieve gender equality in SADC.
- ✦ The SADC GU 5 Year Business Plan

All existing plans shall be reviewed to ensure that gender equality is explicitly recognised as an objective and guiding principle; this policy shall also apply to all new planning processes. At every point in the SADC Secretariat planning cycle, gender equality issues and concerns shall be integrated. Plans shall be approved when this process has been undertaken, which should include clear and measurable indicators of progress.

A guiding framework on gender planning shall be in place, which will form the basis for a standardised planning template. This should be supported by checklists specific to issues being covered by Directorates/Units.

8.2 Programming

All SADC Secretariat programmes must demonstrate gender responsiveness. This means all programmes must show evidence of systematic consideration of the differences between the conditions, situations and needs of women and men and the potential impact of the programme on their rights of access to opportunities and outcomes in a particular sector. This should be supported by clear and measurable indicators of progress.

All existing programmes shall be reviewed for gender responsiveness within a defined time frame, and all new programmes are to adhere to this policy.

A set of tools to facilitate this process shall be available to guide respective Directorates and Units.

All Directors and Heads of Unit shall ensure this policy is adhered to, supported by the GU and the Policy and Strategic Planning Unit

8.3 The Project Cycle

The project cycle presents a number of opportunities to raise and integrate gender equality and women's empowerment issues and concerns, and these must be routinely utilised within the Secretariat.

The particular needs and requirement of men and women shall be taken into account at all stages of the project design, from concept to evaluation. All existing projects shall be reviewed for gender sensitivity within a defined time frame, and all new programmes are to adhere to this policy.

Each Directorate/Unit shall initiate or strengthen a flagship gender specific project to act as a catalyst for gender mainstreaming, and from which lessons can be learnt and shared.

Each Directorate/Unit shall develop a checklist to be considered in programme and project design to ensure that gender concerns are routinely incorporated into projects; this should also take into consideration the potential impact of each project from a gender perspective.

All Directors and Heads of Unit shall ensure this policy is adhered to, supported by the GU and the Policy and Strategic Planning Unit

8.4 Resource allocations

The budget, which mirrors the priorities of the Secretariat, is a key management tool for ensuring that gender mainstreaming is taking place. Integrating gender into the budget shall be need driven and within the fiscal budgeting framework. It increases the understanding and uptake of gender issues. This shall facilitate institutionalisation of gender processes at different levels within the Secretariat.

As a first step, there shall be a gender audit of the Secretariat's budget to determine:

- Budgetary allocations for creating and implementing and employment equity plan, and this will be an overall target/indicator.
- The extent of identifiable budget lines for gender specific projects, including an agreed percentage of budget allocation per Directorate/Unit for this purpose
- The extent to which allocations at Directorate/Unit reflects gender sensitivity, and address key gender priority areas in respective sectors that the Unit/Directorate is coordinating
- The extent to which there have been specific budget allocations for gender analyses, tracking information and developments on gender, gender training

Further steps to be taken shall include:

- The Outlook Budget Paper shall be structured in a manner that issues of gender equality are articulated adequately. There should be a clear alignment of goals to the RISDP, Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO), and the Millennium Development Goals (MDGs). These should be extrapolated in the annual and MTEF.
- The development of gender budgeting tools to facilitate a harmonised approach to mainstreaming gender into budgeting.
- A requirement that in setting out priorities, an analysis of the gender impact/opportunities should be embedded as a key selection criterion as part of the current zero-based budgeting system which requires justifying every activity.
- Developing gender budgeting guidelines for Directorates/Units. These guidelines shall form the basis for reviewing all plans, projects and programmes by the Finance Unit, Internal Audit, Budget Committee, sub Finance Committee, Finance Committee and Council for compliance with gender budgeting requirements.
- Ensuring that the terms of reference of the Finance Committee /Sub Finance Committee shall explicitly address gender equity and equality
- Gender disaggregated statistics are routinely collected and utilised in all identified areas and priorities
- Publicising success stories on gender budgeting and monitoring within the organisation.
- All budgets, within a defined time frame, shall adhere to this policy

8.5 Institutional transformation

Staff profile and recruitment

In line with the SADC target adopted by the Heads of State, the Secretariat aims to ensure gender parity and equality at all levels and in all areas of its operations by 2015 through:

- Ensuring that at any given time the top 3 positions are occupied by both sexes
- Encouraging women from member states, especially under-represented countries to apply.
- Sensitising SADC gender focal points in member countries to this target and the need to achieve gender balance in applications submitted.
- Ensuring that all SADC posts are thoroughly advertised in member states and that women and men are encouraged to apply in categories in which they may be under-represented.
- Requesting member states to submit, where possible, equal numbers of applications from women and men; and if this is not done, to explain why.
- Where a woman and man are equally qualified for a post in a category in which there is a gender imbalance, the sex that is under represented will be given priority.
- Table gender disaggregated statistics on staff profile per country at every Council meeting to encourage countries in which there are gender gaps in the staff profile to fill these.
- Gender balanced selection panels that follow the gender sensitive guidelines drawn up for interviews.

- Add the above processes to the administrative rules and handbook procedures that are currently being updated.

Working conditions and practices

The Secretariat undertakes to review all procedures and rules to ensure that family friendly provisions are incorporated including, but not limited to:

- Facilitating child care support for parents, such as looking into the establishment of on site day care facilities.
- Providing child care support of up to 6 months to parents with new born infants whilst traveling on official trips.
- Extending paternity leave from three to fourteen days.

Sexual harassment

Any form of sexual harassment is discriminatory and a gross violation of the rights of the individual.

A committee, chaired by the Deputy Executive Secretary (DES) and including representatives from the Administration and Human Resources Unit, shall be established to address any matters relating to sexual harassment. Procedures for confidentially managing sexual harassment cases shall be developed without delay.

There shall be a focus on prevention of sexual harassment through targeted action, including routine public staff awareness activities. This corporate sexual harassment policy shall be well disseminated and steps taken to create a conducive environment for women and men to report incidences of sexual harassment.

Awareness and attitudes

The Secretariat shall integrate specific information and undertake activities in line with the internal information and communication strategy to ensure that all staff is kept informed of developments and trends, and also contribute to key gender issues, including the sensitive and controversial ones.

The Corporate Communications Unit, supported by the Human Resources and Gender Units, shall take the lead in this regard.

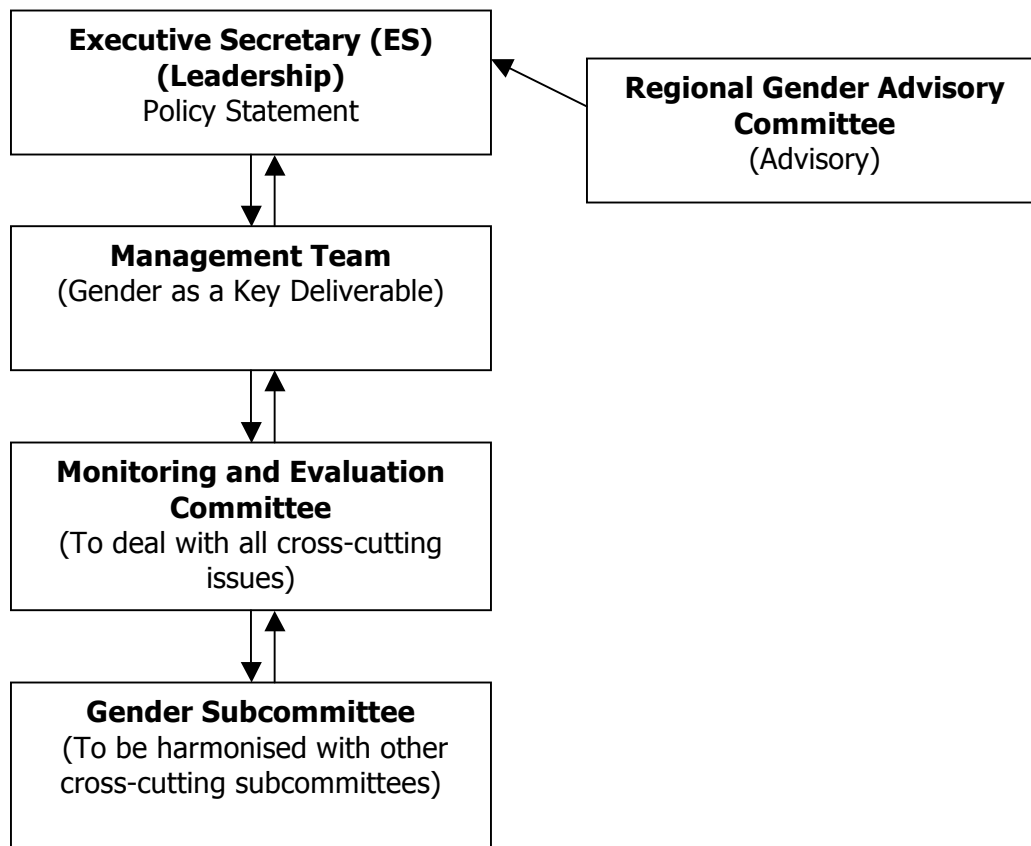
8.6 Gender Management System

To sustain gender mainstreaming, the process shall be anchored by an effective gender management system (GMS) within the Secretariat, which is made up of structures and other management tools aimed at supporting a coordinated gender mainstreaming response.

Structures

The responsibility for gender mainstreaming must be shared by all, and especially driven from the senior management level while ensuring that specific responsibility and expertise are vested in strategically positioned structures within the Secretariat. The gender structures have a key role to play in developing gender analysis skills within the organisation as well as creating a conducive environment for gender mainstreaming.

The following structure shall support gender mainstreaming efforts within the Secretariat:-



The system includes:

- Strategic leadership and direction at the highest level from the Executive Secretary.
- Management Team, with a standing agenda item on gender mainstreaming and women's empowerment work in the Secretariat.
- An inter-Directorate/Unit Monitoring and Evaluation Committee, meeting routinely to share ideas, peer review, monitoring and evaluating strategic direction of all cross cutting issues. It shall comprise GFPs, Senior Technical staff and professionals.
- The Gender Subcommittee, which shall play the role of advising and presenting issues to the M and E Committee, and shall comprise GFPs.
- The GU reporting directly to the Executive Secretary implementing flagship cross cutting gender programmes, including managing the gender training/skills building package; the latter supported by GFPs at Directorate level. The GU shall ensure that stronger synergies are developed with all Directorates and Units, and provide periodic information and communication on trends and developments, with support of the GFPs.
- The GFP in every Directorate reporting to the Directors and providing technical support for sector specific gender mainstreaming work, as well as providing in house backstopping. The GFPs shall be appointed at a senior level, with clear

terms of reference and these tasks clearly outlined in their job descriptions and performance agreements.

- The Regional Gender Advisory Committee comprising gender experts from around the region playing a critical advisory role to the GU on regional gender issues.

Awareness raising and capacity building

Regular sensitisation shall be undertaken at all levels, including the building of gender analysis skills at a technical level. Working together, the Human Resources and Gender Units shall:

- Provide backstopping to all GFP and directorates in the implementation of their gender action plans.
- Incorporate the gender policy and training in orientation of new staff.
- Hold regular workshops on gender, using the SADC Gender Mainstreaming Toolkit and other resources
- Run online part-time courses on gender using the SADC Gender Mainstreaming Tool kit that will be made accessible through the website.
- Establish forums for discussions and debate with support of the Corporate Communications Unit, and a periodic newsletter that will serve to mobilise all staff across the Secretariat, and especially staff at support level.
- Run an in-house monthly newsletter on gender issues.

Performance management system

Performance shall be measured both at an organisational and programme level, as well as at an individual level. Gender shall therefore be integrated into the new Performance Management System (PMS) through:

- Including gender equality indicators in job descriptions, contracts and performance assessments (PA), particularly at management and senior levels that strategically influence organisational development and performance
- The implementation of the results of the job evaluation, as well as the upcoming skills audit provide an opportunity to undertake this exercise, led by the executive, and supported by the Human Resources and Administration Units.

Monitoring and Evaluation (M and E)

The gender impact of results and delivery on the Secretariat's work shall be measured through gender indicators as part of the monitoring and evaluation system. Indicators must be both qualitative and quantitative.

The Secretariat shall keep regular, accurate and updated gender disaggregated statistics. It shall also be essential to record who is benefiting, from a gender perspective, from the programmatic work that the Secretariat is undertaking.

In line with the above the Secretariat undertakes to take concrete steps to address current gaps and opportunities for change in the following ways:-

- Gender sensitive indicators shall be an integral part of all key result areas at planning, project and programme levels.

- Each Directorate/Unit shall have the responsibility for routine reporting on progress on gender to all relevant structures, including ICPS, Council, Integrated Committee of Ministers, and Summit
- Gender equality should be a standing item on the agenda of management meetings.

Glossary of Terms

“affirmative action”	means a policy, programme or measure that seeks to redress past discrimination through active measures to ensure equal opportunity and positive outcomes in all spheres of life
“discrimination”	means any distinction, exclusion or restriction which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise, by any person, of human rights, and fundamental freedoms in the political, economic, social, cultural, civil or any other field
“empowerment”	is the process of gaining access and developing one’s capacities with a view to participating actively in shaping one’s own life and that of one’s community in economic, social and political terms
“human development”	focuses on expanding the choices men and women have to lead lives that they value. It is thus about much more than economic growth, which is a means of enlarging people’s choices.
“human rights”	refer to the basic rights and freedoms to which all humans are entitled. Examples of these rights include civil and political rights, such as the right to life and liberty, freedom of expression, and equality before the law; and social, cultural and economic rights, including the right to participate in culture, the right to food, the right to work, and the right to education.
“empowerment”	is the process of gaining access and developing one’s capacities with a view to participating actively in shaping one’s own life and that of one’s community in economic, social and political terms
“gender”	means the roles, duties and responsibilities which are culturally or socially ascribed to women, men, girls and boys
“gender disaggregated statistics ”	is the collection and separation of data and statistical information by sex to enable comparative analysis.

"gender equality"	means women and men enjoy the same status, and that they have equal conditions for realising their full human rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results. Gender equality is therefore the equal valuing by society of both the similarities and differences between women and men, and the varying roles that they play
"gender equity"	means the just distribution of benefits, rewards and opportunities in which relations between women, men, girls and boys are based on respect for differences
"gender mainstreaming"	means the process of identifying gender gaps and making women's, men's, girls' and boys' concerns and experiences integral to the design, implementation, monitoring and evaluation of policies and programmes in all spheres so that they benefit equally
"gender management system"	is a network of structures, mechanisms and processes put in place within an existing organisational framework, to guide, plan, monitor and evaluate the process of mainstreaming gender into all areas of the organisation's work in order to achieve greater gender equality and equity within the context of sustainable development
"gender sensitive"	means acknowledging and taking into account the specific gender needs of both men and women at all levels of planning, implementation, monitoring and evaluation
"sex"	means the biological differences between females and males
"sexual harassment"	Sexual harassment means any persistent and unwelcome conduct of a sexual nature, including unwelcome sexual advances, unwelcome physical contact of a sexual nature or unwelcome verbal or physical conduct of a sexual nature in the work place.