



Gender Strategy: From Policy to Practice

Final Draft, Nov 2015

Gender Policy Declaration

The Water Supply Assets and Investment Fund (FIPAG), is well aware that gender equality is a matter of human rights and should be articulated in the workplace. Therefore, FIPAG undertakes to integrate gender justice in managing its human capital and its programs and work plans in urban water supply, and adopts its gender strategy as an incentive for the promotion of gender equality in Mozambican society.

1. Background and Purpose of the Strategy

Mozambique's Water Supply Assets and Investment Fund (FIPAG) embarked on a process to develop its gender policy and strategy in 2011. Following the recommendations emanating from a thorough institutional Gender Evaluation¹, gender assessments were undertaken by a cadre of Gender Focal Points appointed within branches in the provinces under the leadership of a Gender Champion based at headquarters in Maputo.

Gender assessments were conducted in Xai-Xai, Chókwé, Maxixe, Inhambane, Manica, Beira, Tete, Quelimane, Nampula, Nacala, Angoche, Lichinga, Cuamba, Pemba and Maputo . Based on the findings and recommendations from these assessments, a draft FIPAG Gender Policy² was produced in January 2015.

The purpose of the Gender Strategy is to provide clear, practical guidance to key actors about how to operationalise the Gender Policy by setting out strategic and practical actions, timeframes, responsibilities and monitoring indicators.

2. Gender Strategy Development Framework

The Gender Strategy is developed within the ambit of Mozambique's national legislative and policy framework as set out in the Gender Policy (2015).

The Strategy is developed in line with the objectives of the Policy and Strategy for Mainstreaming Gender in the Water Sector in Africa, formally adopted by the African Minister's Council (AMCOW, 2011), viz. for member states to:

- Formulate and implement gender in water policies
- Mobilise strategic human and financial resources
- Implement project interventions through economic empowerment and other gendered approaches

¹ AVALIAÇÃO DE GÊNERO, Projecto de relatório, Preparado para FIPAG Projecto Institucional Desenvolvimento de Capacidades, May 2012.

² Política de Género FIPAG, Janeiro 2015.

- Undertake, share and implement strategic research and operational knowledge
- Mainstream gender through human and institutional capacity development
- Create mechanisms to promote cooperation and coordination for mainstreaming gender in the water sector
- Monitor and evaluate systems to support gender equality in the water sector

The Gender Strategy is designed to achieve the results and objectives of the Gender Policy, and it comprises a series of strategic actions that are generated through a careful review of the recommendations in the:

- Institutional Gender Evaluation (May 2012);
- Gender Assessments conducted in FIPAG’s main operational areas (2013-14);
- Draft Gender Policy (January 2015), and
- Actions suggested by Gender Focal Points in the Gender Training and Strategy workshop conducted in April 2015.

In order to achieve the results of the Gender Policy, strategic action is needed within each of the following areas of FIPAG’s internal operations:

- Recruitment
- Career promotion and progression
- Training and awareness-raising
- Occupational health and safety
- Organisational culture
- Leadership and decision-making

3. Gender Strategy Objectives

The overall objectives of the gender strategy are:

- To ensure that the gender justice and respect for human rights is enshrined in the principles and values of the organisation, and promoted in all aspects of its labour and human relations.
- To set out clear, pragmatic actions that operationalise the vision, objectives and results of the FIPAG Gender Policy, framed in accordance with international conventions and national legislation pertaining to gender equality.

The specific objectives of the Gender Strategy are to achieve:

- An organisation which is sensitive to gender issues and enables healthy relationships free of verbal, physical, sexual, psychological and emotional violence;
- Employees with the knowledge, ability and judgement to address gender issues in their daily activities and to mainstream gender justice in plans and programmes;
- A company free of sexist, stereotypical and biased language and bias towards women.

4. Gender Strategy Action Plan

The Action Plan below sets out the substance of the Gender Strategy, i.e. the proposed actions, indicators, responsibilities and timeframes. Policy recommendations are from the FIPAG Gender Policy (2015).

Strategic Actions to Implement Gender Policy	Indicators/ Outputs	Timeframes	Lead Responsibility
Recruitment Policy Recommendation: FIPAG observes the principle of affirmative action ³ in order to improve the proportion of female staff ⁴ generally, and specifically in technical and leadership positions.			

³ In applying Affirmative Action, FIPAG will observe performance benchmarks based on competence (organizational sufficiency criterion) in order to safeguard the quality of human resources.

Strategic Actions to Implement Gender Policy	Indicators/ Outputs	Timeframes	Lead Responsibility
<ul style="list-style-type: none"> - Develop a staff database that is disaggregated by sex in order to inform assessments and monitor progress and changes over time. 	HR database disaggregated by sex	By June 2016	HRD
<ul style="list-style-type: none"> - Define targets⁵ for the percentages of female staff and of new recruits. (For example “by 2018, the overall % of female staff in FIPAG will have increased from 13% to 20%, with X% of women in senior/ decision-making/ technical positions”). - Communicate these targets to staff and public stakeholders. - Monitor progress against the targets annually. - Publish results annually. 	Targets set Staff know existing and targeted % of female staff. Annual progress reports published. Increased % of female staff and recruits in technical and leadership positions.	Targets agreed by June 2016. Targets communicated by May 2016. Annual report against targets by Jan 2017.	Senior Management and HRD
Actively recruit female graduates (through carefully worded, designed and disseminated campus recruitment efforts and adverts, e.g. family or open door days led by female heads of department or technicians).	Number of female graduate applications. Graduate recruitment adverts and events actively encourage female graduates to apply.	Annually	Senior Management and HRD
Draft and publish guidelines on gender-sensitive interviewing and assessment of applicants (to avoid discriminatory or biased assessments).	Guidelines	March 2016	HRD and GFP
Revise the FIPAG recruitment policy to: <ul style="list-style-type: none"> - Specify clear targets for % of women in technical and senior decision-making positions, - State clearly that female applicants will be assessed and appointed based on their experience and qualifications regardless of marital status, sexual orientation, pregnancy or age, and - Include guidelines for gender-sensitive interviews and selection procedures. 	Revised recruitment policy	June 2016	HRD
Career Promotion and Progression Policy Recommendation: Promotion decisions will be made on professional merit of each of its employees regardless of gender, race, colour, party affiliation or religious beliefs.			

⁴ Noted as 13% in 2012.

⁵ Note that a target of 50% is set in the Gender Strategy for the Public Sector, Mozambique.

Strategic Actions to Implement Gender Policy	Indicators/ Outputs	Timeframes	Lead Responsibility
Review job descriptions and performance assessment criteria to remove bias against women, e.g. through parental responsibilities, travel requirements, child care, etc.	Revised job descriptions Revised performance assessment criteria Reduced bias	September 2016	HRD
Revise performance assessment ⁶ guidelines to ensure that career progression and promotion remains merit-based while at the same time creating space for more flexible, life-based modalities, (e.g. take account of the different parental roles of women and men)	Performance assessment guidelines Reduced gender bias	Dec 2016	Senior Management and HRD
Regular dialogues between managers and female employees to define job-specific support measures to enable them to fully exercise professional duties in balance with social and family responsibilities.	Improvements in gender KAP noted in annual reports from GFPs	Continuous and reported annually by GFPs	HRD and GFPs
Active succession planning for female staff to senior decision-making positions.	% of female staff in senior positions	Continuous to meet annual staff targets	HRD
Training and awareness-raising			
Policy Recommendations:			
<ul style="list-style-type: none"> – Strengthen staff knowledge, skills and awareness of gender in WASH and gender in the workplace. – Provide equal training opportunities to men and women regardless of where they live or work. 			
Liaise with universities and professional training institutions to facilitate the enrolment of women in short and long term technical courses.	Increased enrolment of women in technical training courses	By Dec 2016	Senior management and HRD
Provide scholarships to enable women to complete technical courses.	Scholarship uptake by women in technical training	By March 2016	Senior management
Training logistics take account of women, e.g. pregnancy or breastfeeding.	Logistics enable women to participate fully	Continuous	Training Development Dept.
Leadership training for both men and women	Numbers of women in leadership training courses	Continuous	Training Development Dept.
Conduct quarterly staff meetings to raise awareness on gender in the	Improvements in gender KAP noted in annual reports from	Quarterly	GFPs

⁶ These guidelines must recognise that male and female staff face different constraints based on their different social/family roles, and that necessary support measures need to be put in place, e.g. female pump operators may require security during night shifts; female crews may require transport if they are called out to repair burst pipes at night; female engineers may be able to periodically supervise the works and repairs rather than remaining permanently on-site in a remote location on the condition that they have been able to acquire strong coordination skills and have strong support teams.

Strategic Actions to Implement Gender Policy	Indicators/ Outputs	Timeframes	Lead Responsibility
workplace	GFPs		
Staff induction programme to include modules on: <ul style="list-style-type: none"> – Gender in WASH – Gender in the workplace – Code of Conduct 	Staff induction modules Induction training of all new recruits	Modules by July 2016 Induction training by July 2016	HRD and Training Development Dept. ²
Annual staff training to include: <ul style="list-style-type: none"> – Gender in WASH – Gender in the workplace – Code of Conduct – Personal development issues, e.g. Stress management, time management, planning and goal setting, team building, interviewing skills, conflict resolution. 	Annual staff training modules as specified Annual training of all staff as specified Improved gender KAP in GFP annual reports Improved personal coping skills and interpersonal relations as reported in GFP annual reports	Modules by Oct 2016 Annual staff training Oct 2016	HRD and Training Development Dept
Gender training for all human resources practitioners and GFPs to equip them to undertake their roles and functions in gender mainstreaming within FIPAG. Examples of GFP activities include: Annual KAP ⁷ surveys, promoting gender mainstreaming, interviewing staff and management to draft annual progress reports, disseminating gender concepts and information in operational areas.	Training programmes, materials and reports Annual gender KAP reports from GFPs Training evaluations from GFPs Useful and usable gender materials provided to GFPs Tools for GFPs, e.g. annual reporting formats and KAP guides	By July 2016	Training Development Dept./ HRD GFPs
Occupational health and safety			
Policy Recommendation: Gender mainstreaming within occupational health and safety procedures and practices			
Revise the Health and Safety manual to address gender concerns, e.g. the use of certain chemicals during pregnancy	Revised H&S manual	June 2016	HSST (Health and Safety Commission) with HRD
Disseminate safety regulations to all staff and provide health and safety training.	Staff knowledge of safety regulations	Quarterly	HSST Commission
Ensure that male and female technical staff members have access to adequate uniforms and protective gear.	Staff wear and use protective gear and adequate uniforms	Quarterly	HSST Commission and HRD

⁷ Knowledge, Attitudes and Practices

Strategic Actions to Implement Gender Policy	Indicators/ Outputs	Timeframes	Lead Responsibility
Improve security measures in remote locations especially during night shifts.	Reduced vulnerability	Quarterly	HSST Commission and HRD
Organisational culture			
Policy Recommendation: FIPAG promotes employee relations free of stereotyped, sexist language and or value judgments on the grounds of biological differences.			
Include non-discrimination on the grounds of sex, gender or sexual orientation in the values and ethics statement of the organisation.	FIPAG values and ethics statement mainstreams gender related commitments	Oct 2016	Senior management
Draft a Code of Conduct that addresses gender discrimination and sexual harassment in the workplace, and sets out: <ul style="list-style-type: none"> - A clear procedure for managing sexual harassment complaints - Who to report to, who will investigate and steps to take - Clear principles such as confidentiality, impartial investigation, giving both parties a chance to be heard, etc. - What sanctions will apply. 	FIPAG Code of Conduct	March 2016	Senior management, Gender Champion
Leadership and decision-making			
Policy Recommendation: Establish and maintain a work environment that supports and encourages gender mainstreaming in all its operations and activities.			
Provide leadership, allocate mandates, monitor and report on the implementation of the Gender Strategy	Gender Policy and Strategy is implemented Annual Gender Strategy report is published	By June 2016 plus annual reports	Senior management
Management and Operational Area Directors to actively support GFP activities, provide a clear mandate against their ToR and ensure the necessary consulting and management support to the Gender Champion Gender Champion to provide oversight and support to GFPs	Gender Policy and Strategy is implemented GFP role adequately supported to undertake ToR Gender Champion role supported by leadership	Annually April 2016	Senior management and Gender Champion
Promote FIPAG's public image as a gender-sensitive employer.	Female positive messaging evident in staff recruitment procedures and communication materials.	Continuous	Senior management