

WOMEN'S UNIVERSITY IN AFRICA



**Quality
Assurance
Department**

549 Arcturus Road, Manresa
Park, Greendale, Harare,
Zimbabwe

Addressing gender disparity and fostering equity in higher education

GENDER AND DIVERSITY POLICY

1. INTERPRETATION (DEFINITION OF TERMS)

Affirmative Action	A deliberate effort, through policies, programmes, and procedures, to improve employment or educational opportunities for women, people with disabilities, and other underrepresented groups. This is undertaken to overcome the present effects of past practices, or barriers to equal and full participation of these groups.
Diversity	This is to recognise that everyone is different in a variety of visible and non-visible ways, and that those differences are to be recognised, respected and valued.
Empowerment	The process of “conscientisation” which builds critical analytical skills for an individual to gain self-confidence in order to take control of her or his life. Empowerment of women is an essential process in the transformation of gender relations because it addresses the structural and underlying causes of subordination and discrimination.
Equality	A state of being equal in terms of enjoyment of rights, treatment, quantity or value, access to opportunities and outcomes, including resources.
Gender	Refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes.
Gender Awareness	A state of knowledge of differences in roles and relations of women and men and how this results in differences in power relations, status, privileges and needs. It is also the recognition of differences in the interests, needs and roles of women and men in society and how they result in differences in power, status and privilege. It also means the ability to identify problems arising from gender inequity and discrimination.
Gender Equality	A situation where women and men have equal conditions for realizing their full human rights and potential; are able to contribute equally to

national, political, economic and social cultural development; and benefit equally from the results. Gender Equality entails that the underlying causes of discrimination are systematically identified and removed in order to give women and men equal opportunities. The concept of the Gender Equality, as used in this policy framework, takes into account existing subordinate positions within social relations and aims at restructuring of society as to eradicate male domination. Therefore, equality and substantive equality; not merely simple equality to men.

Gender Equity	The fair and just distribution of all means of opportunities and resources between women and men.
Gender Issues	These are issues that arise when the relationships between women and men, their roles, privileges, status and positions are identified and analysed. Gender issues arise where inequalities and inequities are shown to exist between people purely on the basis of their being female or male. The fact that gender and gender differences are socially constructed is itself a primary issue to deal with.
Gender Mainstreaming	Refers to a process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres.
Gender Perspective	An approach in which the ultimate goal is to create equity and equality between men and women. Such an approach has a set of tools for guidelines on how to identify the impact of development relations and roles of women and men.
Gender Policy	An organisation's policy that integrates gender in the mainstream of its programme activities, where the policy also designates institutional arrangements, responsibilities, management functions and tools/guidelines for mainstreaming.
Gender Responsive	Refers to a planning process in which programmes and policy actions are developed to deal with and counteract problems which arise out of socially constructed differences between women and men.
Gender Sensitive	It means acknowledging and taking into account the specific gender needs of both men and women at all levels of planning, implementation, monitoring and evaluation.
Harassment	This is unwanted behaviour that has the purpose or effect of violating someone's dignity or which creates an intimidating, hostile, degrading, humiliating or offensive environment. Harassment may be a single event, sporadic events or a continuing pattern, and can include behaviour via any means including verbal, non-verbal, physical, written or by means of electronic communication including social media.

Inclusion	The active creation of a learning, working and social environment that is welcoming, which recognises and celebrates difference and is reflected in opportunities, structures, practices and attitudes.
People with Disabilities	This includes those who have long-term physical, mental, intellectual or sensory impairments, which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.
Sexual harassment	This is defined as an incident where a person engages in unwanted conduct of a sexualised nature that has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment. This can include making sexual comments or unwanted sexual advances.

2. PURPOSE

WUA is committed to supporting the achievement of gender equality in Zimbabwe and throughout Africa. The rights of women and girls are alienable, integral, and indivisible part of all human rights and fundamental freedoms. In fostering gender equality and reducing gender disparity in higher education as stated in the Women's University Charter, WUA recognises the need to acknowledge the diversity of women and men who interact with the university and differ in terms of age, ethnicity, religious affiliation, disability, and other social differences. Therefore, WUA has the role and mandate to establish and implement a gender and diversity policy that would be consonant with the international, regional and national instruments. Such a policy would promote gender equality, equity, women empowerment and inclusion within the University and Zimbabwean society in general. This Gender and Diversity Policy reflects the University's commitment to proactively advance equality and inclusive practices in staff and student recruitment and admissions processes, research activity, teaching and learning, within the campus environment, professional services the university offers, and community engagement initiatives.

2.1 Goal

The goal of WUA's Gender and Diversity Policy is to guide the University management, faculties and departments in formulating and supporting the implementation of strategies that promote achievement of equality and equity between women and men to ensure sustainable and inclusive development.

2.2 Objectives

The objectives of the policy are:

- To support diverse women and girls, men and boys in realization of their full human rights;
- To reduce gender inequalities in access to, utilisation and control over the resources and benefits of WUA;
- To guide mainstreaming of gender and diversity in all University programme areas and activities.

- To ensure that gender equality and diversity is a mandatory theme that is understood, analysed and addressed in all aspects of WUA work, policy, planning, programmes, management and communications.
- To guide the development of proactive policies and strategies that address gender inequality and social exclusion
- To ensure that equality and equity considerations underpin all WUA human resource policies, procedures and practices.
- To ensure that gender and diversity inclusion training is provided on an on-going basis to all those working with WUA and is reviewed and, if necessary, modified to ensure that it is effective in enhancing equality and equity awareness and good practice.

2.3 Policy Frameworks

This gender and diversity policy draws from Zimbabwe’s commitment to various international, regional and domestic policy frameworks on gender equality and diversity inclusion which aim to achieve substantive equality between women and men as outlined below.

International Policy Framework: Zimbabwe is a signatory to various international human rights instruments, which promote equity policies and non-discriminatory practices. Among these are several International Labour Organisation (ILO) instruments, which demand protection of women against discrimination in employment. The ILO 111 convention (1958) calls upon member states to pursue policies designed to promote equal opportunity and treatment in respect to employment and occupation in order to eliminate any kind of discrimination. The 1979 UN **Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)** binds the Zimbabwean government legally to ban discrimination and promote as well as empower women in all spheres. Zimbabwe is also part to the **Beijing Declaration and Platform for Action** which adopted Gender Mainstreaming as a strategy for achieving gender equality and attaining women empowerment. The country is also committed to the United Nations Agenda 2030 of leaving no-one behind, through **Sustainable Development Goals (SDGs)**, which emphasise gender equality and empowerment of women and girls (SDG 5), inclusivity (SDG4), and reduced inequalities (SDG10).

Regional Policy Framework: The country is part to a number of gender sensitive regional instruments. The African Union Agenda 2063, a blueprint to achieve inclusive and sustainable development in Africa, emphasises gender equality among its priorities. The policy also recognises the importance of the **Southern Africa Development Community (SADC) Protocol on Gender and Development (2016)** which provides for the empowerment of women, elimination of discrimination and the promotion of gender equality and equity through gender-responsive legislation, policies, programmes and projects. WUA’s gender and diversity policy also draws from the **SADC Workplace Gender Policy** whose goal 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. The policy is also informed by the **SADC Protocol on Education and Training (1997)** which focuses on lifelong training and development programmes in member states and promotes gender equality and development and the use of diversity of

languages to promote sustainable development on the basis of interdependence of member states.

National Policy Framework: Zimbabwe has made strides in creating policies and laws that enshrine values of gender equality and non-discrimination. The **Constitution** of Zimbabwe has a strong commitment to gender equality, non-discrimination and equity. Equality is emphasised in the Constitution’s founding values and principles, as well as the national objectives, and where appropriate women and girls are specifically mentioned. The Bill of Rights in Chapter recognises that men and women have a right to equal treatment, including right to equal opportunities in political, economic, cultural and social spheres. The Constitution also calls for positive measures to rectify gender discrimination and imbalances resulting from past practices and policies. It also recognises the diversity in cultural expression with recognition given to the different ethnic groups. Furthermore, the Constitution promotes the use of diverse languages in Zimbabwe, including sign language. The WUA Gender and Diversity Policy also draws from the Higher and Tertiary Education policy provisions on inclusive education, as well as the **Labour Relations Act** [Chapter 28:01] which provides legal provisions regarding diversity, equality, inclusivity, non-discrimination and fair labour standards.

Principles of equality and inclusion also reiterated in the 2013 **National Gender Policy** whose goal is “to eradicate gender discrimination and inequalities in all spheres of life and development.” The National Gender Policy is underpinned by principles of gender justice, equality, integration and inclusiveness and has 12 priority areas namely: Gender, Constitutional and Legal Rights; Gender and Economic Empowerment; Gender, Politics and Decision Making; Gender and Health; Gender, Education and Training; Gender Based Violence; Gender and Environment; and Gender, Media and ICTs.

The 2021 **National Disability Policy** is another key domestic policy framework that acknowledges the diversity of human experience, by promoting the meaningful inclusion of persons with disabilities in the national development agenda. Non-discrimination, respect for difference and human diversity, equality of opportunity, and gender equality are some of the key principles that underpin the National Disability Policy. Zimbabwe is also implementing the five-year **National Development Strategy (NDS 1)** for the period 2021-2025, which provides a roadmap towards the realisation of the nation’s Vision 2030 of an Empowered and Prosperous Upper Middle-Income Society by 2030. Part of the goal of the NDS 1 is to eradicate poverty and promote the empowerment of women and people with disabilities. The government also launched the **Public Service Sexual Harassment Policy** (2022) with the aim to eradicate sexual harassment in the workplace. The policy is key in addressing impacts of sexual harassment because it provides guidelines on reporting, investigating, and procedures for handling cases of sexual harassment. This will help to create a safer workplace that is coupled with practical measures and systems that prevent and respond to sexual harassment.

The outlined international, regional, and national policy and legislative framework and the prevailing social, economic and political developments provide a strong basis for WUA to promote gender equality, equity, and diversity through this Gender and Diversity Policy.

At institutional level, this policy document shall be viewed in conjunction with the WUA Charter (**Statutory Instrument 130 of 2004**) with its provisions on inclusive and gender sensitive education, the WUA Transformational Strategy (2023 – 2027), Human Resources Policy and Procedures Manual, and other policies within the organisation. The WUA Gender and Diversity Policy will therefore, serve as a guide to the University on all matters pertaining to gender and diversity management and form the basis for the strategies to be used to achieve work place diversity, equality, inclusion and empowerment of both women and men.

3. SCOPE

This policy applies to all students and academic, administrative and support staff of WUA in University Departments/Campuses/Business Units. It also applies to WUA clients, customers, contractors and visitors.

4. PRINCIPLES GUIDING THE POLICY

The following principles shall be central to the successful implementation of this policy:-

a. Partnerships

WUA works in partnership with communities, the government, local and international non-governmental organisations, the private sector and regional and international organisations. This platform facilitates the transfer of skills in development work, entrepreneurship development, innovation and industrialisation skills and as a result, strengthens WUA and its stakeholders. WUA recognises that gender mainstreaming will involve inclusion of partners in providing technical, financial, and programme support in the implementation of the WUA Gender and Diversity Policy. Introducing gender in organisational procedures is an entry point to impulse sustainable transformations in organisational culture and to modify staff attitudes towards gender. These transformations take time and may be observed over a longer period.

b. Cultural Sensitivity

As well as embracing the norms of the UN Declaration on Human Rights and its related documents (International Convention on Civil & Political Rights, the International Convention on Social, Cultural & Economic Rights, the Convention on the Elimination of All Forms of Discrimination Against Women), WUA recognises that any society includes different views and interests on gender relations and will respect the cultural context within which it is working. WUA advocates an approach that encourages individuals and communities to challenge some of the cultural practices and concepts that contravene the international documents referred to above.

c. Gender Mainstreaming

WUA intends to mainstream gender throughout the organisation, which has an impact at the organisational and programmatic levels. WUA agrees with UNESCO's¹ assertion that a gender perspective is being mainstreamed to achieve gender equity and improve the relevance and effectiveness of development agendas as a whole, for the benefit of all women and men. It is

¹ UNESCO = UN Economic, Social and Cultural Organisation

clear that gender equality cannot come about only through women-targeted and men-targeted projects that seek to improve individual conditions alone. A profound transformation of the structures and systems, which lie at the root of subordination and gender inequality, is required.²

Mainstreaming gender throughout its organisation and programmes means that WUA needs to ensure the participation of both women and men in its activities, and their practical and strategic needs considered in the design and implementation of programmes, to promote equity of outcomes. WUA programmes also aim to promote a fair balance of power between women and men at all levels by ensuring that women are included in decision-making processes.³

d) Diversity and Inclusion

WUA will support diversity and inclusion in professional, teaching and learning, and research practices.

5. POLICY PROVISIONS

The following strategies and activities can be used to support the achievement of gender equality and equity in WUA's departments

5.1 Gender equality and equity in the WUA Board and Council

WUA Board and Council shall be gender balanced. The Chairpersons are expected to promote gender mainstreaming efforts initiated by the organisation. The sub-committees of council shall also have representation of both female and male members.

5.2 Technical Guidance by the Vice Chancellor

The Vice Chancellor shall provide information, guidance, advice and technical support to staff on gender. She/He shall bring key gender and diversity inclusion issues to the attention of the organization for support. She/He shall make gender issues more visible at the highest levels of leadership within WUA by making sure that gender and diversity issues are regularly discussed at WUA meetings. She/He shall also ensure that diversity is reflected in WUA's decision-making bodies and committees, and that they actively contribute to promoting equality and inclusive practices. She/He shall ensure compliance to this policy through reviews.

5.3 The Gender and Diversity Centre

In furtherance of the goal of gender and diversity mainstreaming in the University, the WUA Gender and Diversity Centre was established. The mandate of the Centre include:

- i. Serving as a Resource Centre and contribute to capacity building in gender sensitisation, gender mainstreaming and gender equity.
- ii. Ensuring that the rights of ethnic, racial, cultural, linguistic, religious groups; persons with different abilities/disabilities, women, men, the elderly, the youths and children

² UNESCO's Gender Mainstreaming Implementation Framework (GMIF) for 2002-2007

³ Oxfam Website 2004

and how these differences are managed effectively at the workplace and in learning environment.

- iii. Leading and coordinating advocacy work leading to gender mainstreaming and gender equity.
- iv. Carrying out and coordinating research on gender and gender related themes of a national, regional and international nature with all key stakeholders
- v. Promoting the teaching of gender and diversity as a cross cutting theme in the University.
- vi. Establishing links with other gender sensitive institutions locally, regionally, and internationally.
- vii. Working towards the development of academic programmes in gender and diversity
- viii. Organising community engagement programmes.

5.4 Programming Frameworks

WUA programming frameworks should:

- i. Recognize gender equality as a crosscutting issue, and integrate gender analysis findings into the identification of programming areas, expected results and indicators;
- ii. Include information disaggregated by sex on the country, region, or institution, as well as key results and lessons learned from past programming in support of gender equality;
- iii. Be developed in a participatory fashion, including a wide range of female stakeholders at all levels, lower level, middle management, senior management and students;
- iv. Use the findings of an initial gender analysis to establish a baseline against levels which to analyse and measure actual gender equality results over time;
- v. Include assessment of progress on achieving gender equality and equity results in the performance measurement framework; and
- vi. Engender the curriculum by making sure content of courses and materials for teaching and learning are inclusive and gender responsive.

5.5 Institutional Strengthening and Capacity Development

Institutional Strengthening and Capacity Development initiatives will be prioritised to advance gender equality and diversity by:-

- i. Promoting and supporting organisational change that contributes to gender equality;
- ii. Actively promoting the needs, interests and views of women and persons with disabilities;
- iii. Encouraging women's participation throughout the organisation and developing strategies to increase their representation at decision making levels;
- iv. Developing the capacity to undertake gender and diversity analysis at the policy, programme and at faculty levels, and to design programming that supports gender equality; and
- v. Providing assistance for developing capacity at faculty and departmental levels to collect and make available gender and diversity-disaggregated data. The information will be disaggregated on the basis of sex, age, disability (including the types of disability), ethnicity, religion, nationality, race and any other relevant social life attributes.
- vi. Establishing a Disability Unit

- vii. Formulating institutional guidelines for ensuring accessibility and inclusive practices to accommodate the needs of staff, students and visitors with disabilities when considering current campus and future infrastructure developments
- viii. Committing to promoting a culture based on the principles of respect, dignity and inclusion for everyone.

5.6 Students Assistance

It is possible to promote gender equality and diversity in student initiatives and this involves:

- i. Promoting positive images of female students and their needs, interests and views.
- ii. Conducting gender analysis at pre-design stage of programmes e.g. ICT, Agriculture and Engineering.
- iii. Conducting gender and social inclusion analysis when giving scholarships.
- iv. Providing disability inclusive learning, library, sporting, and ablution facilities.

5.7 Projects and Programmes

Interventions and Programmes offer significant opportunities for supporting gender equality and diversity. As such, the projects and programmes, within and outside the university, must demonstrate gender responsiveness and inclusivity.

This involves:

- i. Carrying out gender and social inclusion analysis and integrating the findings into project and program planning;
- ii. Seeking participation in the project design process by local organisations and individuals with gender equality expertise;
- iii. Assessing the potential impact of the project or programme on gender equality, and ensuring that potential negative impacts on women and men and people with disabilities are addressed;
- iv. Identifying and using opportunities to reduce gender inequalities and social exclusion;
- v. Ensuring the equal participation of women as decision makers in all activities;
- vi. Integrating gender equality into project results from the beginning and developing gender and disability sensitive; performance indicators at the output, outcome and impact levels;
- vii. Specifying resources and results related to developing the capacity of the institution;
- viii. Describing progress in the achievement of gender equality and inclusion within performance measurement.

6.0 PERFORMANCE ASSESSMENT

6.1 Institutional Level Results

The objectives of the Gender and Diversity Policy can be seen as institutional level results against which implementation of the policy can be measured. A performance measurement framework including indicators against which to assess the implementation of the policy will be developed. The framework will address issues such as:

- The collection and analysis of data disaggregated by gender, as well as by age, disability, and socio-economic status;
- Analysis of information regarding progress in the reduction of gender inequalities and the promotion of gender equality and equity;
- WUA’s institutional capacity for delivering gender equality results; and
- Availability and use of resources, both financial and human, in support of gender equality, diversity and inclusion strategies.

6.2 Performance indicators

In order to monitor and evaluate WUA’s commitment to gender and diversity issues, a range of performance indicators are highlighted below:

- WUA’s administrative systems should provide gender and inclusion disaggregated data for planning, teaching and developmental purposes;
- WUA’s student enrolment should promote affirmative action for female students and students with disabilities in those programmes they are underrepresented;
- WUA’s key management positions – such as the Council, Board of Trustees, Chancellor, Vice Chancellor, Deans, and Registrars should as far as possible reflect gender parity and inclusion;
- WUA’s staff component should as far as possible be gender balanced and include people with disability.
- WUA’s Student Representative Council should be gender balanced, with the President being a female. Affirmative action should be promoted to ensure inclusion of students with disabilities in the SRC.
- WUA’s academic programmes will incorporate gender issues in the curricula of all degree courses. Gender studies to be a compulsory module across all faculties;
- WUA’s student and staff assistance programmes will run on an affirmative action basis with females being given priority (qualifications being paramount);
- WUA’s research activities should be centred on issues that are affected by gender and should add to the national, regional and international debate on gender equality and equity.

7. IMPLEMENTATION FRAMEWORK

The implementation of this Gender and Diversity Policy will be institutionalised within the organisation structures of WUA. These include:

- i. Board of Trustees
- ii. Council
- iii. Senate
- iv. Academic board
- v. Appointments and Promotions Boards
- vi. Faculty Deans, Chairpersons and Heads of Departments
- vii. Research Board
- viii. University Planning Committee

The policy implementation shall be coordinated by the WUA Gender Equality Committee (GEC) whose membership shall include:

- Pro Vice Chancellor (Academic Affairs)
- Director Quality Assurance
- Director Research, Innovation and Postgraduate Centre
- Information Technologist
- Registrar
- One Representative elected by each Faculty
- Student Executive Council President and Vice President
- Director, Marketing, Communications and Public Relations

The Vice Chancellor shall appoint the GEC Chairperson. The Committee shall report to the Academic Board for onward transmission to the Senate.

8. ROLES AND RESPONSIBILITIES

- This section should list departments or sections and what they are required to do that is essential to the implementation of the policy. An example is provided below.

ROLE	RESPONSIBILITY
Management	<p>The Board, Council, the Vice Chancellor and the management team will drive forward the mainstreaming of gender and diversity issues in WUA policy framework, guided by an overall gender equality and equity strategy which will be adapted to different contexts.</p> <p>The Vice Chancellor shall provide information, guidance, advice and technical support to staff on gender.</p> <p>She/He shall bring key gender and diversity inclusion issues to the attention of the organization for support.</p> <p>She/He shall make gender issues more visible at the highest levels of leadership within WUA by making sure that gender and diversity issues are regularly discussed at WUA meetings. She/He shall also ensure that diversity is reflected in WUA’s decision-making bodies and committees, and that they actively contribute to promoting equality and inclusive practices.</p> <p>She/He shall ensure compliance to this policy through reviews.</p>
Gender and Diversity Centre	<p>Serves as a focal point for gender equality, raising awareness and ensuring that gender equality and equity and diversity issues are addressed in the work of the organisation in partnership with the Human Resource Management Department of WUA.</p>
Gender Equality Committee	<p>To ensure students and staff awareness of gender and diversity issues.</p>

	<p>To ensure integration of gender and diversity perspectives in all university programmes and activities.</p> <p>To review and maintain existing policies for gender and diversity sensitivity.</p> <p>To facilitate gender equality, equity, and women empowerment programmes through partnerships with external organisations.</p> <p>To coordinate, monitor and evaluate the implementation of the WUA Gender and Diversity Policy.</p> <p>To review the Gender and Diversity Policy periodically.</p> <p>To mobilise resources for the implementation of the Gender and Diversity Policy.</p> <p>To implement an effective complains handling system to deal with reported sexual harassment and discrimination issues.</p>
Board of Trustees	<p>To ensure that gender and diversity is mainstreamed in policy guidelines to the University.</p>
University Council	<p>To promote gender parity in the appointment of relevant university staff.</p> <p>To promote gender sensitive administration of the university.</p> <p>To integrate gender and diversity issues in Council meetings.</p> <p>To ensure gender budgeting requirements are met.</p> <p>To promote the integration of diversity in entrepreneurship development, innovation and industrialisation agenda of the university.</p>
Senate	<p>To mainstream gender and diversity in formulating and carrying out the academic policy of the University.</p> <p>To ensure gender equality and diversity in the appointment of examiners by the University.</p> <p>To promote gender equality and diversity in the appointment of committees.</p>
Academic Board	<p>To ensure that all gender and diversity issues are mainstreamed at all levels within the University's academic programmes.</p> <p>To ensure that gender responsive and inclusive approaches to the delivery of learning, teaching and assessment are adopted and implemented.</p> <p>To ensure that the Policy continues to be articulated.</p> <p>To approve mechanisms that prevent all forms of harassment.</p>

Appointment Board and Human Resources	<p>To promote equality and inclusion within all university working policies and practices.</p> <p>To ensure the recruitment of more women, their retention, training and promotion to leadership positions.</p> <p>To promote employment opportunities for females through affirmative action.</p> <p>To prevent all forms of harassment at all levels.</p> <p>To promote diversity through creating employment opportunities for persons with disabilities.</p>
Faculty Deans, Chairpersons and Programme Coordinators	<p>To ensure gender mainstreaming and diversity into WUA's curricula, faculty and department activities.</p> <p>To support the enrolment of more female students in programmes in which they may be under-represented.</p> <p>To prevent all forms of harassment and discrimination at all levels.</p>
Research Board	<p>To promote gender and disability mainstreaming in the advancement of knowledge through training in gender sensitive, and diversity and inclusion research.</p> <p>To ensure that the gender and diversity mandate is systematically integrated into all university research and consultancy activities to support research excellence.</p> <p>To periodically conduct a gender and diversity audit of the WUA's research and consultancy status.</p>
University Planning Committee	<p>To ensure that gender equality and diversity are explicitly recognised as guiding principles in existing plans and all new planning processes.</p> <p>To ensure that structures and resources to support gender equality, diversity and inclusion activity within faculties, departments are embedded in university planning processes.</p> <p>To promote disability mainstreaming in university planning processes involving facilities and infrastructure development.</p>
Academic Registry	<p>To attract students from diverse backgrounds to apply to WUA, at undergraduate and postgraduate level.</p> <p>To ensure that admissions processes are fair and inclusive.</p> <p>To record gender-disaggregated data of student enrolment which reflect diversity in terms of age, disability, religion, ethnicity, nationality, and race.</p>
Information Technology	<p>To collect and make available relevant gender and diversity-disaggregated data.</p>

To ensure that ICT training programmes are gender sensitive and inclusive.

To ensure that ICT tools, facilities and services are disability friendly.

9. STAFF PROFILE, RECRUITMENT, AND WORKING CONDITIONS

Attempts to reach gender parity in the recruitment of staff in all departments shall be promoted.

- Recruitment of staff, consultants and interns shall be done in a gender sensitive manner. When conducting interviews, strive to have a 50/50 gender ratio on the panel. This is mandatory and it shall be a chargeable offence to Human Resources Department. Gender balanced selection panels should follow the gender sensitive guidelines drawn up for interviews.

When advertising for vacant posts in the organisation it shall be mandatory to flight an advert with a statement to support qualified females and people with disability to apply (e.g. this organisation is an equal opportunities employer, qualified female candidates are encouraged to apply). Where possible, there should be an equal number of applications from women and men shortlisted for interviews and if this is not done, the Selection Board should explain why.

- Ensure that every new employee submits a certificate confirming their completion of a free online 'I Know Gender 1-2-3' Module offered by UN Women accessed on <https://portal.trainingcentre@unwomen.org>.
- Senior managers shall be formally held accountable for gender imbalance in staff recruitment in respective departments. The Human Resources Department must regularly table gender disaggregated statistics on staff profile of the organisation to the Gender Equality Committee to encourage departments in which there are gender gaps in the staff profile to fill these.
- WUA shall observe the policy on maternity and paternity leave as stipulated in the Human Resources Policy Manual.
- A review shall be made of WUA field trips for them to make it easier for women to fulfil family responsibilities. WUA shall endeavour to provide child care support of up to 6 months to female employees with new born infants whilst traveling on official trips.
- The Director, Gender and Diversity Centre shall support the implementation of WUA policies/guidelines on harassment, sexual exploitation, breastfeeding and other issues relevant to the working environment.
- The Administration shall be trained to deal with Gender based Violence perpetrated on staff either at home or at the workplace. Managers shall also be trained to deal with abuse in a sensitive and caring way.
- There shall be clear reporting mechanisms for all forms of harassment at the workplace.

- A sexual harassment and safeguarding committee shall be established, in consultation with the Vice Chancellor, Director Gender and Diversity Centre, Human Resources, and Dean of Students to address matters relating to sexual harassment and sexual exploitation. Procedures for confidentiality and managing sexual harassment cases shall be developed. There shall be a focus on prevention of sexual harassment and exploitation through targeted action, including routine awareness activities for staff and students. WUA's 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.

10. BUDGETING

WUA must determine how the required resources are to be mobilized for the implementation of this Gender and Diversity Policy. Thus:

- The Finance Department shall also budget for Gender related activities. During budgeting process, mainstreaming of gender and disability shall be allocated funds.
- All gender-related funding requirements shall be identified clearly at the time of planning and preparation, and as far in advance as possible.
- Gender-related funding requirements will be reflected both in departmental activity and overall organisational budgets.
- Fundraising for Gender activities shall be done at organisational level.
- WUA shall design a means for tracking gender equality expenditures.

11. CAPACITY BUILDING

Gender and Diversity training for WUA Board, Council and Staff is essential to building the capacity to counter local discriminatory attitudes and practices and to help develop gender-sensitive programming skills. Gender-related training of WUA staff must be understood as an essential element of the organisation's strategy.

- A comprehensive induction to new employees is vital to align them to WUA strategic goals and culture. Gender training shall be part of staff induction and shall be conducted within two weeks of commencing employment.
- Gender and diversity training shall target existing staff who are less well trained as well as interns, and technical officers
- Board and council members shall also be trained.
- Training promotes sensitivity to gender and diversity issues and provides instruction on gender-related programming, including the skills needed to undertake gender-sensitive situation/problem analyses; design and implementation.
- Gender training helps to promote gender-sensitivity in the design of organisational tools, come up with gender-sensitive projects, collect useful sex- and gender-disaggregated data; and monitor and evaluate gender-related activities.
- A gender-relevant knowledge base and archive shall be established to collect gender-related correspondence, project documents, training materials, reports, research

materials, and monitoring information. Valuable data and analyses shall be stored and shared.

- Staff shall be trained in Gender based Violence and Sexual Harassment and its forms because it has a number of effects on staff performance.
- WUA shall have a central national and regional gender expert's roster and be part of the Gender Forum.

12. ACCOUNTABILITY

The new commitment shall be reflected in the job descriptions and work plans for key staff members. Where appropriate, the efforts undertaken, degree of target achievement and demonstrated gender-sensitivity of staff shall be performance criteria.

- This shall apply to all staff members through the performance appraisal and review system.
- Staff shall be held accountable for implementing the Gender and Diversity Policy through periodic review of the achievement of gender-related goals in the specific work plans
- The requirements laid down for various staff members in the Gender and Diversity Policy should be adequately reflected in WUA performance appraisal system.
- Quarterly and annual self-assessment of accomplishments for gender action plans (as incorporated in overall work plans) shall be required when other review procedures are not used.
- Job descriptions and promotion criteria shall reflect gender-related responsibilities, including the responsibility to do gender analysis and to be sensitive to gender issues.
- Management shall provide guidance on suitable consequences for insufficient performance.
- When conducting disciplinary hearings, the Director, Gender and Diversity Centre shall be involved.

13. MONITORING AND EVALUATION

Monitoring and evaluation of the implementation and impact of this policy is important in achieving success and will take place through yearly reviews by the Gender and Diversity Centre in partnership with the Human Resource Department, and Gender Equality Committee of WUA. The Gender and Social Inclusion (GESI) Framework shall guide the development of indicators to monitor and evaluate the implementation of the WUA Gender and Diversity Policy. The reporting indicators shall be agreed upon by relevant stakeholders, including students and staff with disabilities, to ensure contextual, meaningful and effective measuring and reporting techniques on the implementation of the WUA Gender and Diversity Policy. Each Directorate/Unit shall have the responsibility for routine reporting on progress on gender responsiveness and diversity inclusion to the relevant structures including the GEC.

On regular basis, the GEC may conduct staff and student satisfaction survey on how issues of gender equality and diversity are being implemented in the institution. These mechanisms will


help to highlight lessons to improve the implementation of the WUA Gender and Diversity Policy.

14. COMMUNICATION OF THE POLICY

The WUA community will be made aware of this policy through various means, including:

- Posting the policy on the website;
- Community engagement programmes;
- Awareness campaigns in satellite campuses of the university;
- Mandatory training on gender and diversity for all employees;
- Distributing the policy to employees and university senior management;
- Including gender and diversity issues in employees and students’ orientation programmes; and
- Translation of the Policy into various languages, including braille for the visually impaired.

15. DOCUMENT VERSION MANAGEMENT AND CONTROL

Document Name	Gender and Diversity Policy	
Version Reference		
Document Owner	Gender and Diversity Centre	
Approved by		
Date of Approval		
Review Date	5 years	