



Developing a Participatory Gender Mainstreaming Policy

The experience of FIPAG in Mozambique

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Presentation Structure

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Background

- Gender equality was introduced to FIPAG under the Project “Strengthen the Capacity of FIPAG and Urban Water Services and Management Institutions in Planning, Development and Management of Human Resources with gender Equity”(2011-2014), commissioned by the Netherlands Initiative for Capacity Development in Higher Education (NICHE).
- FIPAG’s management committed and supports the development of an institutional Gender Policy and Strategy based on initial gender assessment findings.

Objectives of the Policy

- FIPAG's management aimed at:
 - Comply with Mozambique policy framework
 - Comply with regional and international commitments to promote equal rights between men and women
 - Promote and ensure gender equality and equity on the institution
 - Follow and support the implementation of the recommendations of the initial gender assessment done at the institution

Approach

- Combination of theory and practical approach in 4 phases:
 - Phase 1 – Preliminary External Institutional Gender Assessment
 - Phase 2 – Training of Gender Champion & Gender Focal Points
 - Phase 3 – Internal Institutional Gender Assessment
 - Phase 4 – Development of the Gender Policy

Implementation

Phase 1 – Initial Institutional Gender Assessment

- **The Objective**

- Contribute to an overall analysis of the Situational analysis of the Human Resources and the Needs Training Assessment done in 2011/2012 but highlighting the relevant gender issues

- **Methodology adopted**

- Analysis of national policy and legal framework for gender equality documents
- Analysis of FIPAG policies and internal management instruments
- Brief literature analysis
- Semi-structured interviews based on Gender Audit Methodology developed by the International Labour Organization (UN), adapted to local Mozambican and FIPAG context. Interviews were done at the FIPAG Headquarters and selected Operational Areas

Implementation

Phase 1 – Initial Institutional Gender Assessment

- **Results indicated the need to**

- Increase the number of women in technical and managerial positions of the institution
- Reduce gender bias and discrimination in recruitment
- Enhance a career development gender sensitive
- Strengthen women's access to professional development and training opportunities
- Improve occupational health and safety of women
- Integrate gender equity in organizational culture
- Develop an Internal Policy Gender for Equality drafted by a Committee in a participatory way and
- Have the Gender Policy approved by FIPAG Board of Directors.

Implementation

Phase 1 – Initial Institutional Gender Assessment

- To effect the implementation of the Gender Policy it should be assured:
 - Technical support for the development of a Gender Policy, including facilitation of workshops;
 - The appointment of at least one Gender Focal Point, by region (North Region, Central Region, Southern Region, Region of Greater Maputo, Headquarters and water utility companies) to participate in the drafting committee.
 - The Gender Focal Point should belong to the institution senior staff, in order to avoid the marginalization of gender issues.
 - Ideally, the Gender Focal Point should be located institutionally in the Department of Human Resources.

Implementation

Phase 2 – Gender Champion & Gender Focal Points

The training

- It aimed at providing Gender Champion and Gender Focal Points with information and tools, that would help them understand and have as reference for their work the:

- Basic issues about gender concepts
- Regional and international conventions
- National policies and strategies and
- Methodological tools

- Practical exercises to help the participants understand the differences of roles and responsibilities as well as impacts the gender relations have in their lives and how it could be translated to gender work relations

- Implementation of the gender assessment questionnaire by the GFPs in a different Operational Area than theirs (peer assessment) and write the reports on the same format as the initial report in order to ensure consistency and complementarity of already collected information.

- Assembling the collected information and structuring it in subjects by the Gender Champion

- Mainstreaming the results of the assessments on FIPAG Human resources policies managed by the Gender Champion

Implementation

Phase 2 – Gender Champion & Gender Focal Points

The Terms of Reference

- Developed to guide the Gender Champion and the Gender Focal Points activities
- It is intended that the Gender Focal Points are able after some time (to be determined in the Gender Strategy) to perform the following activities with a gender perspective:
 - Advising
 - Mainstreaming
 - Monitoring and Evaluation
 - Advice and Network
 - Planning and Budget
 - Training
 - Audit
 - Knowledge Management
- Involve a great challenge and commitment from the Gender Champion and each Gender Focal Point, and it will require a lot of the support from FIPAG
- Ongoing training to all need to be considered

Implementation

Phase 2 – Gender Champion & Gender Focal Points

- **The Gender Champion at HR-HQ**

- In October 2012, with the need for long term sustainability, a Gender Champion based in FIPAG Seat in the Human Resources was appointed

- She would, in time, be the overall responsible for Gender related issues in the Company

- Support the operational areas on the appointment of Gender Focal Points
 - Support GFP training
 - Follow the process of developing the Gender Policy
 - Ensure roll out and monitoring of the Gender Strategy

- The strategy adopted was to engage the Gender Champion, under the guidance of the Gender Consultant, in the process of:

- Research, compilation and structuring of existing information in specific subject tables with short summaries of the documents contents and concepts
 - Organize and co-share the presentations/facilitations of the GFP workshops
 - Attribute all sorts of responsibilities in order to have her taking over of the process

Implementation

Phase 2 and Phase 3 – Gender Champion & Gender Focal Points

- **The Gender Focal Points**

- Ensure that all 15 Operational Areas had a Gender Focal Point to participate in the Gender Policy process

- GFPs indicated by each Operational Area Director based on GFPs Terms of Reference

- Two workshops of a week were facilitated to train the GFP:

- The first in August 2013 – Introduction to gender issues

- The second in June 2014 – Revision of results of 1st workshop, follow up on activities developed and sharing and discussions about GFPs experiences since last encounter

- The Phase 3 was the implementation of the Internal Gender Assessments by the GFPs and its results were discussed in the June 2014 workshop

Implementation

Phase 4 – Development of the Gender Policy

- One report compiling results from first and the second assessments produced and used as reference for the Policy commitments answer the concerns and expectations from interviewees
- The results from the gender assessments on the Operational Areas where discussed in the June 2014 workshop with the Gender Champion and the Gender Focal Points, pointing out to main issues that should be considered in the Gender Policy
- The draft Gender Policy was produced but needs refinement to ensure clarification of principle meanings and expected changes in the institution – this is part of an internal discussion

Results

- Major awareness, understanding and interest from FIPAG management on gender issues and special attention to women's situation in the institution
- FIPAG management committed to change the scenario of gender imbalance in management and technical positions without disregarding at quality of the staff as seen bellow:
- FIPAG staff at Headquarters and at the Operational Areas are interested in the subject and willing to learn more in practice how it works
- Results from second assessment done to all FIPAG Operational Areas confirmed the results from first assessment and the recommendations remained valid

- Mainstreaming of gender issues into FIPAG Human Resources Policies by FIPAG technicians:
 - Recruitment and Selection Policy
 - Training Policy
 - Hygiene, Health and Safety at Work Place Policy and Strategy
 - Induction Programme
 - Performance Recognition Program
 - Regulation of Medical Assistance
 - Code of Conduct

Key lessons

- **The involvement of FIPAG Management**

- It was crucial to mobilize resources and the entire staff to participate in the process of the gender assessment, staff training and the entire process for the preparation of the Gender Policy in the Operational Areas and at the Headquarters

- **The Gender Champion**

- It was important to ensure that the GC understands the role of the consultant and hers to avoid expectations and to ensure that she actually could lean by doing and with technical guidance/support, and thus gradually take over of the process

- **The Technical Support**

- It resulted very useful as a continued available resource for consultation and discussion for the Gender Champion and FIPAG staff at the Headquarters as needed

- Scheduling at least one day per week at FIPAG office to work with the CG helped organizing the work and to ensure a dedicated day only for gender issues

Key lessons

•The Gender Focal Points

- There was a discrepancy of capacity between the GFPs indicated by the Operational Areas Directors, some had very good potential and others not much. The result was:
 - The discrepancy on the GFPs capacity undermined the expected results from the Operational Areas peer assessments, which resulted in different levels of report quality, invalidating the possibility of having standard comparable reports
 - Different levels of understanding and participation during the workshops – main struggle was to ensure the basic understanding of gender concepts and how they are used. Ex.: Gender
- In any case, the appointment of GFPs was important to raise awareness in the Operational Areas among the staff and the Directors
- Having them together in the training workshops allowed them to discuss and exchange experiences on this subject and how they solved it which was also a good contribution for confirming the assessments results and what should come in the final report that would then inform the policy

•The Assessments

- The first assessment was very useful to determine the scope of work of the gender component of the project

Next steps

- Finalize the Gender Policy in November 2014
- Get the FIPAG Gender Policy for internal broad discussion
- Get the FIPAG Gender Policy approved by the Board of Directors
- Disseminate the FIPAG Gender Policy to all its employees
- Develop the Gender Strategy to implement the Policy
- Develop the Action Plan and implement it
- Train the Gender Focal Points on implementation of the strategy in 2015
- Involve the Directors in the gender strategy implementation process from 2015 onwards.

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OBRIGADO!!!

