Policy on Gender Mainstreaming

Policy Review Control Sheet

<table>
<thead>
<tr>
<th>Policy Details</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy Name</strong></td>
<td>Gender Mainstreaming</td>
</tr>
<tr>
<td><strong>Division responsible for policy document</strong></td>
<td>Human Resources Division</td>
</tr>
<tr>
<td><strong>Purpose of the Policy</strong></td>
<td>The purpose of this Gender Mainstreaming Policy is to affirm SANBI’s policy position and commitment to contribute towards the realization of social and economic gender equality by assessing the implications for women and men on any planned action, including legislation, policies or programmes and incorporating measures to address identified past and current gender inequalities through the planned action. This will include clear project/programme performance targets to achieve an equitable allocation of socio-economic benefits such as training, employment opportunities and business development opportunities etc. to all beneficiaries of SANBI programmes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy Review</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reason for the review</strong></td>
<td>Regular review</td>
</tr>
<tr>
<td><strong>Date of request for review</strong></td>
<td>May 2023</td>
</tr>
<tr>
<td><strong>Specific areas of concern</strong></td>
<td>Updating the policy</td>
</tr>
<tr>
<td><strong>Potential consolidation of policies</strong></td>
<td>None</td>
</tr>
<tr>
<td><strong>Consultation process</strong></td>
<td>MANCO and EXCO</td>
</tr>
<tr>
<td><strong>Who within SANBI is affected by the policy?</strong></td>
<td>All SANBI Divisions</td>
</tr>
</tbody>
</table>

**Submission to MANCO**
- **Date of submission to MANCO**: 04 July 2023
- **MANCO Decision**: Recommended for approval

**Submission to EXCO**
- **Date of submission to EXCO**: 12 July 2023
- **EXCO Decision**: Recommended for approval

**Submission to HR and REMCO**
- **Date of submission to HR and REMCO**: 20 July 2023
- **HR and REMCO Decision**: Recommended for approval

**Submission to the Board**
- **Date of submission to the Board**: 29 August 2023
- **Board Decision**: Approved
A. Acronyms

<table>
<thead>
<tr>
<th>Acronyms</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXCO</td>
<td>Executive Committee</td>
</tr>
<tr>
<td>MANCO</td>
<td>Management Committee</td>
</tr>
<tr>
<td>HR and REMCO</td>
<td>Human Resources and Remuneration Committee</td>
</tr>
<tr>
<td>SANBI</td>
<td>South African National Biodiversity Institute</td>
</tr>
</tbody>
</table>

B. Glossary of Terms

All terminology not defined under glossary terms of this policy shall bear the same meaning as in the applicable legislative framework.

<table>
<thead>
<tr>
<th>Terms</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainstreaming</td>
<td>Mainstreaming is a process that brings what is considered as marginal into the core business and main decision-making process of an institution.</td>
</tr>
<tr>
<td>Gender Mainstreaming</td>
<td>As defined by the United Nations, Gender mainstreaming is “the process of assessing the implications for women and men of any planned action, including legislation, policies, and programmes, in any area and at different levels. It is a strategy for making women’s and men’s concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, and societal spheres so that women and men benefit equally, and inequality is not perpetuated.”</td>
</tr>
</tbody>
</table>

Policy Review Process

This policy is to be reviewed every three (3) years or as and when it is required.
### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>No.</th>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Preamble</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Purpose</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>Knowledge and understanding of gender mainstreaming</td>
<td>4</td>
</tr>
<tr>
<td>4.</td>
<td>Link to SANBI policies and other organisational management frameworks</td>
<td>4</td>
</tr>
<tr>
<td>5.</td>
<td>Scope</td>
<td>5</td>
</tr>
<tr>
<td>6.</td>
<td>Statement</td>
<td>5-6</td>
</tr>
<tr>
<td>7.</td>
<td>List of policies that guide indicative policies and other organisational frameworks</td>
<td>6-7</td>
</tr>
<tr>
<td>8.</td>
<td>Guidelines for implementation</td>
<td>7</td>
</tr>
<tr>
<td>9.</td>
<td>Roles and responsibilities</td>
<td>7</td>
</tr>
<tr>
<td>10.</td>
<td>Flow chart of gender mainstreaming policy</td>
<td>8</td>
</tr>
</tbody>
</table>
1. **Preamble**

1.1. South African society has been undergoing a process of transformation which commenced with the adoption of the Constitution of the Republic of South Africa Act, 1996, particularly the Bill of Rights which prohibited discrimination on various grounds including gender. Subsequently, the South African Government introduced several policies and legislative instruments aimed at addressing imbalances of the past, including the issue of gender. These policies and legislation included the White Paper on the Transformation of the Public Service, 1995; the White Paper on Affirmative Action in the Public Service, 1998; and the Employment Equity Act of 1998. The development of policies and legislation has ensured at a minimum the establishment of employment equity targets as the indicator for gender mainstreaming. However, employment equity targets are not sufficient to address gender mainstreaming.

1.2. Similarly, SANBI has also been undergoing a process of transformation emanating from an expanded mandate under the National Environmental Management Biodiversity Act of 2004. The Institute has also embarked on a sustainable transformation initiative which included the development of the SANBI U-GREAT values (Ubuntu; Growth; Respect and tolerance; Excellence; Accountability and Transformation). The SANBI Sustainable Transformation Initiative, as well as the Public Service Commission Report of 2006 on the Gender Mainstreaming Initiative in the Public Service, informs this policy statement. Within this context, SANBI pledges a commitment to gender mainstreaming in the workplace to address gender issues raised by the SANBI staff during the diagnostic phase of the Sustainable Transformation initiative.

2. **Purpose**

2.1. The purpose of this Gender Mainstreaming Policy is to affirm SANBI’s policy position and commitment to contribute towards the realization of social and economic gender equality by assessing the implications for women and men on any planned action, including legislation, policies or programmes and incorporating measures to address identified past and current gender inequalities through the planned action. This will include clear project/programme performance targets to achieve an equitable allocation of socio-economic benefits such as training, employment opportunities and business development opportunities etc. to all beneficiaries of SANBI programmes.

3. **Knowledge and Understanding of Gender Mainstreaming**

3.1. The Public Service Commission report on gender mainstreaming defines “mainstreaming” as a process that brings what is considered as marginal into the core business and main decision-making process of an institution. Gender mainstreaming is described as the process which entails weaving into the consciousness and actions of individuals and organizations an impulse to promote equality between genders. An important element in mainstreaming is to give attention to gender equality by influencing goals, strategies, and resource allocation, and is about real changes in policies, programmes, and activities.

3.2. Gender mainstreaming is an essential part of good governance to ensure that institutions’ policies and programmes respond to the needs and interests of all employees and distribute benefits equitably between men and women.

3.3. At the same time, while gender mainstreaming is a move away from women-specific projects and programmes, it is important to recognise that women have different needs and priorities from men and are therefore affected differently by policies and development interventions. Gender inequality still exist, favouring men in most cases and that there might be a need to focus on women-specific interventions in certain instances.

4. **Link to SANBI policies and other Organisational Management Frameworks**

4.1. The Gender Mainstreaming policy should be cross-referenced and integrated into all relevant SANBI policies and Organisational Management Frameworks.
5. Scope

5.1. This Gender Mainstreaming Policy applies equally to men and women employed by SANBI on a permanent, contract or temporary basis and must be considered in the development of all policies, programmes and projects to be implemented by SANBI.

6. Statement

6.1. This policy statement spells out the gender mainstreaming principles that will inform all relevant policies and practices within SANBI. These principles are:

6.1.1. Gender representivity in recruitment and appointment
SANBI is committed to equal opportunities in the workplace. The proportion of women in positions across the organisation should be aligned to the Employment Equity Plan. However, numerical targets are not sufficient for gender mainstreaming. SANBI recognises that perceptions exist about traditional roles and responsibilities of women and men e.g. secretarial roles traditionally dominated by females; line management positions traditionally dominated by men. In recruitment and appointment, SANBI will be mindful of historical gender biases and imbalances.

6.1.2. Empowerment of women
SANBI is committed to empowering all members of staff, especially women. Empowerment initiatives need to be conducted in a meaningful way. Special attention will be given to areas of work where women are under-represented and/or underprivileged. Where appropriate, empowerment initiatives should be aligned with the Human Capital Development strategy for the biodiversity sector.

6.1.3. Gender-sensitive and family-friendly policies
SANBI policies must adopt language that is sensitive to gender. Where appropriate, policies should also avoid being gender-neutral, by assuming that men and women are the same. Rather, policies should recognise and equally value the similarities and differences between women and men. SANBI recognises the importance of balancing family-work life. Family responsibility leave is provided for through the SANBI leave policy. Flexitime will be considered for parents and caregivers to carry out their family responsibilities.

6.1.4. High-level leadership for gender mainstreaming
The Public Service Commission Report indicated a significant finding that in Departments where gender mainstreaming was receiving greater attention, the head of the department was often a woman. Staff ascribed the commitment to gender mainstreaming to women in leadership positions. Gender mainstreaming must be championed at the highest level in the organization.

6.1.5. Raise awareness of gender issues
It is therefore important to practice the U-GREAT values (Ubuntu; Growth; Respect and tolerance; Excellence; Accountability and Transformation). SANBI will celebrate National Women’s Day, Women’s month, and the 16 days of activism against child and women abuse and use these events in an inclusive way to create awareness of gender relationships in the workplace and at home.

6.1.6. Recognition of the different needs of men and women
The way in which men and women relate to each other in the organisation is often informed by their values. There is therefore also recognition that men and women have different needs. Recognition will be given to the different needs of men and women in the organisation e.g. when accommodation is provided.

6.1.7. Zero tolerance for sexual harassment and discrimination
SANBI is committed to providing a working environment that is free from sexual harassment, intimidation and discrimination and will not tolerate any form of sexual harassment, intimidation and discrimination in the workplace. The lack of knowledge and understanding of sexual harassment, intimidation and discrimination particularly on the basis of gender could result in ambiguity of interpretation.

Continued on next page
Therefore, the Human Resources Division should regularly conduct roadshows that include SANBI’s policy on sexual harassment, intimidation and discrimination to sensitise and empower staff on these issues and also to inform staff on what constitutes sexual harassment, intimidation and discrimination. Sexual harassment, intimidation and discrimination matters will be treated sensitively, with confidentiality and guard against any form of victimisation. The necessary support for staff affected by sexual harassment, intimidation and discrimination will be provided through the Employee Assistance Programme (EAP).

6.1.8. Gender mainstreaming in SANBI Projects
SANBI is committed to implement Gender Mainstreaming best practices in its externally funded projects. Where relevant, and where these align with SANBI’s best practice; policies, principles and safeguards of donors that relate to Gender Mainstreaming will be adopted and complied with throughout the project life cycle.

6.1.9. Gender mainstreaming in Services
Furthermore, SANBI procures a range of service providers who provide services in corporate services as well as in the research and scientific services. When procuring service providers, attention should be given to gender mainstreaming matters. SANBI should always procure service providers in a manner that is gender sensitive.

6.1.10. Youth, women, and staff members living with disabilities
SANBI will always endeavour to acknowledge, support, and encourage the role of youth, women, and persons with disabilities in all sectors of society. SANBI undertakes to be always inclusive of youth, women, and persons with disabilities in its programmes.

6.2. The abovementioned principles will be used to guide the review of SANBI policies to ensure articulation and alignment with the Gender Mainstreaming Policy.

7. List of policies that guide indicative policies and other organisational frameworks

7.1. The list of policies below provides a guide to the indicative policies and other organisational frameworks that should be aligned with the Gender Mainstreaming Policy, and the associated principles that may apply. This list is intended to be illustrative and not exhaustive.

- South Africa’s National Policy Framework for Women’s Empowerment and Gender Equality
- Environmental/Biodiversity Gender Framework Policy/Framework
- Recruitment, Selection and Appointment
- Contract appointment
- Employment Equity
- Disciplinary Policy and Procedure
- Further Studies – Part time
- Learning and Development
- Horticulture Exchange Programme
- Code of Conduct
- Employee Assistance Programme
- Anti-discrimination and Harassment
- Acting in Equivalent or Higher position
- Employee Attraction and Retention
- Employee Rewards and Recognition
- Leave of Absence
- Mentorship
- Hours of work
- Working from home

Continued on next page
7.2. The above policies and any other policy that may be affected should always be cognisant of the following principles where applicable:
- Gender representativity.
- Empowerment of women.
- Family-friendly policies.
- High level of leadership for gender mainstreaming.
- Raising awareness of gender issues.
- Recognition of the different needs of men and women.
- Zero tolerance for sexual harassment, intimidation and discrimination.

8. Guidelines for implementation

8.1. Structures
8.1.1. MANCO will provide a mechanism for staff to inform management of policies that require alignment to the policy on gender mainstreaming.
8.1.2. During the policy review and policy development process, MANCO will provide oversight and ensure alignment of SANBI policies to the policy on gender mainstreaming.
8.1.3. MANCO and EXCO will incorporate action items for gender mainstreaming into the Transformation Charter and Implementation Plan.

9. Roles and responsibilities
9.1. It is the responsibility of each SANBI staff member to uphold and reflect the SANBI U- GREAT values (Ubuntu; Growth; Respect and tolerance; Excellence; Accountability and Transformation).
9.2. Line managers are responsible for implementation of all SANBI policies and the gender mainstreaming policy and principles.
9.3. The Human Resources Division will include the gender mainstreaming policy in the roadshows.
9.4. MANCO will provide ongoing oversight and ensure gender mainstreaming into all relevant SANBI policies.
9.5. EXCO will provide leadership in implementing gender mainstreaming policy.
The flow chart of gender mainstreaming is outlined below:

**Policy Review or Formulation**

**Consultation**

**Consideration by MANCO and EXCO**

**Recommendation to HR and REMCO**

**Approval by the Board**

**Figure 1:** Flow chart of gender mainstreaming policy.