

Annex 4: Training of ANHDO Gender and Anti-Harassment

Policy and Practices

Introduction:

Purpose of this activity is not specifically to promote women's rights or women's equality. However it is to recognize the contribution and value of women in the workforce of ANHDO. To achieve this objective, the consultant researched similar organizations as well as international standards and norms. Within the existing time structure and the need to create these policies and procedures for ANHDO in a participatory manner, recommendations were created which were presented and reviewed by all ANHDO staff.

The process during the half day training on May 30, 2016 was that handouts of the recommendations were provided to all staff. (All staff from all of the offices were invited to this training and food for lunch was provided from an outside source that that all staff, drivers, cooks and cleaners were all involved.) Handouts were translated into Dari so that copies in English and Dari were available to all participants. Small group leaders were selected in advance and provided information on the process and expected outcomes of the exercises. Small groups met, discussed and made a presentation of their group results at the end of the two hour small group working time. Results of those discussions are provided at the conclusion of this report.

The information and recommendations provided to the small groups is as follows:

A. Recommendations:

Proposed Organizational Commitment

ANHDO is committed to providing a work environment that is free of discrimination and harassment, where all individuals are treated with respect and dignity, can contribute fully to the mission of ANHDO, and have equal opportunities within the organization.

Purpose of Anti-harassment Policy

The objectives of establishing an anti-harassment and anti-discrimination policy are to:

- Prevent harassment and discrimination by defining principles and standards of professional behavior.

- Set out the types of behavior that may be considered offensive and are prohibited by this policy
- To ensure that all members of ANHDO as well as the clients in the field are treated with respect and dignity.

Proposed Organizational Statement

ANHDO promotes the economic and social empowerment of women in their offices and their programs. By actively focusing attention on the contributions that women make daily to the horticulture value chain, ANHDO supports efforts to ensure that their policies and programs promote and support women as important and significant contributors to agriculture and rural development.

Grievances

A grievance arises when an employee has a concern of complaint against a fellow employee (including direct or indirect supervisor), an ANHDO policy or its application which he/she believes is unfair, inequitable or a hindrance to his/her effective job performance. An employee having grievance should follow these steps in order to address his/her grievance:

Step I: Every possible effort should be made by the employee and his/her immediate supervisor to resolve the situation. If this is unsuccessful, the grievance should be discussed with the next highest manager to address the grievance. If this also fails, the employee will be required to take the next step described below:

Step II: After the first step does not address employee's concern, he/she should discuss the issue with Human Resources Staff Department. For this, employee is required to obtain the Grievance Form available from Human Resources Staff Department, complete and sign it before submitting this form to the HR department. HR Staff will deal with each matter confidentially and will make serious efforts to address the employee's concerns by proposing a solution to the General Manager.

Anti-Harassment

ANHDO strictly prohibits all forms of harassment directed to any of its employees by anyone, including any supervisor, co-worker, donor or public. Harassment consists of unwelcome conduct, whether verbal, physical or visual, that is based on a person's protected status, including sex, color, race, ancestry, religion, national origin, disability, health status, sexual orientation, or other protected conduct that effects employment

conditions, that interfere unreasonably with any individual's work performance or creates an intimidating, hostile, or offensive work environment.

Any employee who believes that he or she has been subjected to, or has witnessed harassment is encouraged and requested to report the offence to the HR Manager on a confidential basis, providing such details as the name of the suspected harasser, date of the offence, location, and type of harassment committed. The HR Manager will investigate the complaint on a confidential basis to determine whether ANHDO's harassment policy has been violated and, if so, appropriate disciplinary procedures will be taken, including immediate dismissal.

Sexual Harassment

In addition to the Anti-Harassment policy, ANHDO believes that sexual harassment should receive special recognition. ANHDO promotes the right of every employee to work in an environment free of sexual harassment. To this end, sexual harassment by and of employees is prohibited and this policy applies to all ANHDO employees.

Sexual harassment is defined as any unsolicited and unwelcome sexually oriented behavior, which may include, but is not limited to, the following:

- a) An implied or expressed threat of punishment for refusal to comply with a sexually
- b) oriented request,
- c) A demand for sexual favors in return for (continued) employment or more favorable
- d) employment treatment,
- e) Demeaning and unwelcome remarks, jokes or verbal abuse of a sexual nature, about a person's attire, body or sexual orientation,
- f) Displaying of pornographic or sexist pictures or materials,
- g) Unwelcome physical contact or offensive gestures.

Employees encountering sexual harassment shall report the incident(s) (including dates, time and nature of the behavior and any witnesses) to their direct supervisor or HR Manager.

The HR department shall ensure that all complaints regarding sexual harassment are investigated promptly and take whatever steps are necessary to have the harassment stopped. If deemed appropriate, disciplinary action will be taken, up to and including termination. In all cases, the manager of human resources department must be notified of the harassment.

Recruitment and Staffing:

It is sometimes difficult for a woman candidate for a job to interview with an interview team of only men. It can be more stressful for female candidate than a male candidate in this situation. Therefore, if there is a woman candidate for a position, it is recommended to have an ANHDO female staff person on the interview committee. This will also demonstrate to any potentially new male employees that there are professional female staff members at ANHDO.

Additionally, there may be a situation where there is a female candidate that is well qualified for a position but there is a male candidate who has even more education or experience. In this case, if it is determined that the female candidate is fully qualified for the position, she should be given preference for the position.

Education & Capacity Building

Assuming that there are female staff members applying for the staff development program for university study, the acceptance of ANHDO staff in this program should have an equal percentage or number of male and female staff participating

The same principle should be applied to staff capacity building training. Equal opportunity for female and male staff members to participate in capacity building training such as Word Processing, Excel, Professional Writing and others that enhance their capacity for their current position at ANHDO.

Work Environment and Practices:

Nursery, Kindergarten or Crèche Facility: There is need for a dedicated area where babies and young children are cared for during the working day. Ideally, it would have a separate toilet facility for the caring of babies and young children. It should be for women and children only and would then also serve as a space for women to take a short break during the day, if experiencing monthly medical issues.

Communications mechanism: It is recommended to implement a Women's Council which would include all of the professional women working at ANHDO. This group of women would meet once a month to discuss any issues that they are experiencing at the work place. An Office Gender Focal point would be selected from the group to take any issues and/or concerns to the General Manager for action. I would suggest that the Office Gender Focal Point be either the most senior female office staff person or a delegate chosen by the most senior female staff person.

Women's Travel. As the number of training activities for women farmers in the field increases, it is also likely that there will be increased travel of women to the field, as training for women farmers is

most effective with conducted by a female trainer. Cultural norms for female travel should be respected and implemented.

Training on Gender Awareness:

There should be a training for all staff every 6 months on issues regarding gender awareness and gender inclusion in AHNDO programs. There are a couple of organizations that can organize this type of training. One is the Women for Women Afghanistan organization, and another is NAEC faculty in Kabul.

B. Small Group Discussion Results:

ANHDO Policy and Procedures Workshop Results from May 30, 2016

Group One:

- A. Proposed organizational statement and organizational commitment are approved
- B. Anti-harassment statement is approved with proposed change of the term 'senior'
- C. Recruitment and Staffing is approved but some group members want to give priority in hiring to women if they have the same qualifications but not if the male candidate has higher qualifications.
- D. Work environment and Practices. All agree to:
 - a. Office ability to provide a space for those ladies who have babies.
 - b. Staff should not miss-use this space for children
 - c. Women's council was rejected but proposes instead a box for suggestions and complaints.
 - d. Women's Travel: Cultural norms should be observed and Mahram family member should be paid by office.
- E. Education and Capacity Building – agreed but support staff should also be included in capacity building
- F. Grievance – all accepted but implementation is a concern of the team members.
- G. Other points:
 - a. Political, Ethnical, Religious, Race and other discrimination discussions should not be allowed in the office.
 - b. Be sure that support staff are included in all of the issues.

Group Two:

- A. Proposed Policy and Procedures are okay but should be reviewed to be in accordance with Afghan Law and Constitution.
- B. General comment is that it has been observed that within the office, Dari speakers help Dari speakers to succeed and Pashtu speakers help Pashtu speakers. But the

group reported that help and support within the office should be on merit and not based on language affiliation or other grouping of people. They want to discourage nepotism within the office, which they feel is hurting some of the staff.

- C. If someone feels harassed in the office, it should be formally reported to the HR Manager and the General Manager. There should be a record of these reports either in a form, or email, but a record should be made.
- D. Work Environment. The group agreed that a space for women or children should be made available but based on space and resources available.
- E. Women traveling to the field should be supported but must follow the culture of each area or village. For example, Maharam, no cosmetics and no taking of pictures.

Group Three:

- A. Agreed with proposed organizational commitment, anti-harassment policy and organizational statement.
- B. This group reported that the ANHDO Anti-Harassment Policy should be shared with partner organizations and visitors so they know that they also have to observe this policy when working with ANHDO staff.
- C. For recruitment of female staff, this group reported that if there is only a small difference in experience or skill levels between a male and female candidate, that preference should be given to the woman candidate. However, if there is a large difference and the male candidate is much more qualified, he should receive the position.
- D. For the work environment, since a woman needs a Maharam to travel, ANHDO should provide per diem and travel experience for the Maharam.
- E. This group recommended that at marriage, staff should have 10 days of leave for both male and female staff.