POLICY ON TRANSPARENCY, DIVERSITY AND INCLUSION (TDI)

(PREPARED MARCH 2019)
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PREAMBLE

The FAEO is an international non-governmental organisation which represents the interest of all engineering practitioners in Africa, most notably at the World Federation of Engineering (WFEO).

VISION:

To be the leading engineering professional body offering sustainable development solutions for the benefit of humanity in Africa and beyond.

MISSION:

i. To serve humanity through the use of and innovative technologies.

ii. To represent the engineering profession in Africa and internationally.

iii. Promote the value of engineering in society as the unified voice of the profession in FAEO;
iv. To contribute resources and synergise expertise in partnership with key stakeholders to accomplish the transfer and assimilation of the value of the best practice principles of sustainable development.

v. Ensure an appropriate level of efficient human resource capacity in the built environment professions but in particular engineering, to enable Africa to ultimately achieve sustainable development for all its people

1.0 INTRODUCTION:

The Federation of African Engineering Organisations (FAEO) recognises the significant role its staff, volunteers, stakeholders, board, members, together with its partners and member engineering organizations, contribute to the advancement of engineering in Africa. The FAEO equally acknowledges the critical role transparency, diversity and inclusion (TDI) plays in the recognition of dignity, universal human rights and respect of all persons. The Federation recognises the impact of a TDI policy in a very dynamic world, for in neglecting the dignity of persons, only aids in the reinforcement of negative stereotypes, norms, and world views of persons. The Federation also recognises the role of good governance, transparency in fund raising and financial management plays in meeting organizational mandate and building the confidence of stakeholders. Through this policy, the Federation seeks to outline some key tenets and responsibilities of all stakeholders in the promotion of a transparency, inclusion, diversity, fundraising and financial management. The policy is to be implemented within the organizational and country based legal settings. The violation of any part of this policy will be subject to legal procedures. The policy is subject to change, as the need arises within laid out procedures of policy change and in the spirit of transparency, diversity and inclusion. FAEO commits to contextualise and implement the Diversity and Inclusion progression framework for professional bodies (Royal Academy and Science Council, 2017).
2.0 PURPOSE OF THIS POLICY

The purpose of this policy is to acknowledge the significant role of transparency, inclusion, and diversity, including identifying possible interventions by engineering organizations in Africa, for the promotion of a conducive working environment, open communication, and transparency, inclusion, and diversity, or effective performance and ultimately in achieving developmental and institutional goals. This policy also considers good governance principles including rule of law, accountability, transparency, fair treatment of focal audiences, and responsibility. This policy specifically looks at the following areas; holistic inclusion and diversity, including harassment and bullying. Also included is financial and fundraising transparency. FAEO will use the Diversity and Inclusion progression framework for professional bodies and include TDI in all the areas as follows:

- Governance and leadership,
- Membership and professional registration,
- Meetings, conferences and events,
- Education and training, accreditation and examination,
- Prizes, awards and grants,
- Communications,
- Marketing, outreach and engagement,
- Employment, Monitoring and measuring

**DIVERSITY** at the work place aims to break down stereotypes, educate, enlighten people on issues of biases [including tribalism, racism], discrimination, hatred, fear of others, while encouraging positive working environments

**TRANSPARENCY** aims at promoting accountability in all operations of an, without fear and favor in order to promote development and build organizational-focal audience confidence and effective partnerships.

As such, the Federation will be open in communication, professional undertakings and finances. The Federation will also work at creating an enabling environment by way of
policy formulation to ensure that its employees, several stakeholders and partners are treated in line with best practise and that none is at a disadvantage or treated less favourably because of gender, race, sex, sexual orientation, disability, gender reassignment, education, ethnicity, religion or belief, pregnancy and maternity, or marriage and civil partnership. The FAEO is also committed to compliance with relevant equality legislation, Code of Practice and relevant best practice guidance. This policy pursues and builds on the statutory position to ensure effective policies and practice of promoting equality. The organization shall employ inclusive languages in all signs, website and its social media handle.

3.0 VALUE SYSTEMS FOR FAEO

FAEO is premised on a value system that is accepted and acknowledged by its members, these include:

i. Ethics, transparency and professional conduct;
ii. Sustainable development principles for engineering solutions;
iii. Respect, Diversity and Inclusivity; and
iv. Holistic education and training for capacity building.

4.0 FOCAL AUDIENCES OF THIS POLICY

i. Staff or employees of the Federation of African Engineering Organisations (FAEO),
ii. Executive Director, Executive Committee (Board Members) (tbc), senior management, and middle management of FAEO
iii. Local and international development and institutional Partners and donor community
iv. Local and international business partners
v. Local and international visitors
vi. Local and international volunteers
vii. Federation Secretariat
viii. National, International, and Affiliated Member
The regional bases of the Federation namely,
   a) Central African Federation of Engineering Organisations (CAFEO);
   b) Eastern African Federation of Engineering Organisations (EAFEO);
   c) North African Federation of Engineering Organisations (NAFEO);
   d) Southern African Federation of Engineering Organisations, (SAFEO);
   e) West African Federation of Engineering Organisations (WAFEO).

5.0 TRANSPARENCY

Transparency is a cross cutting theme, pertaining to all fields of operation within an organization; it cannot therefore be restricted to some operations and not others. The principles of transparency apply to all operations of the Federation. The transparency aspect of this policy rests on inclusion, diversity, fundraising and financial management. 
Also refer to the principles of Transparency above.

6.0 DIVERSITY AND INCLUSION

6.1 Policy Statement

In recognition of this policy, and in line with country specific equality legislations, including WFEO Code of Ethics, the Federation will exercise the following:

1. Recruit and retain staff on the basis of their qualifications, competence and abilities irrespective of gender, nationality, age, sex, language, disability, religion or belief, ethnicity, social status, marital status and civil partnership, education, experiences, race, culture, pregnancy, maternity, and equal opportunities in the recruitment advertising
2. Indiscriminately use objective selection criteria for the recruitment, retention, training, promotion procedures and engagements with various stakeholders/partners
3. Train staff and other stakeholders in line with the tenets of this policy, including providing administrative support on the implementation of this policy
4. Ensure equal treatment and non-discrimination practices, attitudes, and beliefs with regards to terms and conditions of work, disciplinary measures, and settlement of grievances.

5. Involve all staff in policy implementation and working practices that be linked to equality of opportunity and diversity inclusion of staff, members

6. Ensure the promotion of diverse languages, experiences, and nationalities in the fulfillment of the Federation’s organizational laid out mandate

7. Maintain zero tolerance on processes, attitudes and behavior that amounts to direct discrimination, associative discrimination, and discrimination by perception indirect discrimination including harassment.

8. Ensure bi-annual equality employment monitoring report which will measure our performance against our employment practices such as recruitment, promotions, turnover, grievances, and training and performance management.

9. Actively promote African PEI’s to encourage the involvement in both their programs and organizations of those underrepresented in the field of engineering in Africa (e.g., youth or women).

10. Provide services and opportunities required for persons with disabilities to function effectively

11. Ensure equal treatment for the employees, management, board, affiliates and members of the Federation without fear or favour by observing the principle of accountability and transparency

12. Ensure equal treatment in the handling of all grievances in line with the Federation’s prescribed conflict resolution procedures.

13. A whistle blower may report an unlawful exercise to the Executive Director. Should the whistle blower may not be comfortable in reporting to the Executive Director, then she or he may report the matter to a board member of tier choice.
6.2 Responsibilities and Practices

i. All staff, board members (tbc) and the executive director are responsible for reading and adhering to this policy. Any change of this policy must equally be adhered to.

ii. The FAEO’s board members, executive director, and staff are expected to give attention to the non-bullying and harassment practices within the organization.

iii. Maintain on-going monitoring on the Federation inclusion and diversity exercises, including issues, complaints, appraisals and conflict resolution measures, where applicable as exercised by the employees, executive director, board and partners of the Federation. This includes monitor the level of professionalism, including promotion and actualization of anti-discrimination practices, including bullying and harassment of all employees, including executive director and board of the Federation.

iv. Zero-tolerance to bullying and harassment which will lead to good reputation, earn respect and development for the organization.

v. Maintain regular monitoring of all major communication channels of the Federation’s members in the promotion of equality, including both conventional and social media channels.

vi. Develop open channels of communication between the Federation and its focal audiences with regards to the in order to maintain of its mandate, including dissemination of information, notices of meeting, conferences to other member countries and stakeholders through these major languages.

vii. Maintain bi-annual power analysis and gender analysis of Federation in determining the power of balance and necessary measures where imbalances exist.

viii. Under take human resources operations, including recruitment of personnel in line with this policy, including professional recruitment practices and procedures, and good governance principles.
ix. Maintain bi-annual reviews of the monitoring exercises for the purpose of understanding the development of TDI issues, including financial and fundraising works/operations for the purpose of addressing violations, where applicable

x. Investigate incidences or violations of TDI, with necessary legal measures taken in line with-in country legal processes

xi. Ensure all operations, including decision making processes and the fund raising and financial management of the Federation are in line with the TDI policy

xii. Deliberately ensure all partnerships adhere to transparency inclusion and diversity policy, including the gender equity and prevention of gender-based violence, discrimination and exclusion

xiii. Review management in line with the conditions of this Policy

xiv. TDI bi-annual reviews based on the monitoring and evaluation exercises of the inclusion and diversity component fi the Federation, including practices, issues, conflict resolution measures

xv. Form formal partnerships with organizations whose philosophy and practices ensure the promotion and protection of genre equality and equality, including rights, dignity of women, men, female and male youth, and persons with disabilities. The Federation will actively not partner with organizations that do not adhere to the Federation’s TDI policy. Al potential partners will be researched to view their adherence to TDI policy before any formal partnerships are made

xvi. The Federation, by formulation of policy, will ensure that, during it project execution, young engineers and women are given consideration and equal opportunity to showcase their skills. Furthermore, it shall within its capacity, create an equally conducive environment for people with disabilities to express themselves and feel very comfortable within its ambience and events that it oversees.
7.0 BULLYING AND HARASSMENT

7.1 Policy Statement

1. Bullying and harassment equates to violating a person’s physical, social, religious, educational, age, economic dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment. See definition of harassment in the annex. Persons refers to employee, stakeholder, development partners, including employees (executive director, board members, executive committee members, senior management, middle management and junior management/staff), local and international development and institutional Partners and donor community, local and international business partners, local and international visitors, local and international Volunteers Federation secretariat, national, international, and affiliated members and PEIs, including members from the five regional bases of the federal.

2. Bullying and harassment by any staff, members, partners, board members will be disciplinary offence. The harassment and bullying policy also covers all activism deemed intended to violate the dignity of persons.

3. Provision of a working environment free from bullying and harassment to all staff and focal audiences irrespective of position, gender, religion, etc.

4. The Federation shall ensure equal treatment with dignity and respect of the Federation focal audiences at the organizational level and during work trips or at work-related events or social functions.

5. The Federation shall ensure persons aggrieved from bullying and harassment are afforded support and laid out procedures of complaints with an expected response by the organizational representative within seven days of the logging of the complaint. Incidents of harassment and bullying will be investigated, and action will be taken according.

6. The management, including the executive director shall ensure open communication and regular monitoring of all risks and potential opportunities of harassment and bullying, while promoting channels of risks avoidance by all staff.
7.2 Reporting Discrimination, including Harassment, Bullying

a) Any individual who experiences harassment and bullying may seek counsel from a recognized third party known to the organization; the third party may include the board chairperson, organizational counselor, a committee member from any of the five committees of the Federation

b) In filing a case on harassment, bullying or any acts of violation, the complainant is expected to exercise the following:
   - Report the matter as soon as possible both verbally and in writing to any of the noted third party
   - In the complaint, indicate the following: the type of issue at hand, place and date of the incidence, person(s) of alleged offender, and professional status of the alleged offender, relationship with the offender, and name of witnesses, date of submission, signature of the complainant and witness signature.

c) The receiving third party is expected to acknowledge the complaint and respond to the complainant outlining the necessary next steps.

d) The third party is expected to proceed to review the compliant through a formal investigation of the compliant not exceeding 7 working days. Should there be need to extend the period of investigation, both verbal and written notice is to be furnished to the complainant and accused. During investigation, the alleged accused is to be interviewed in the presence of four organization representatives. The complainant is also expected to be interviewed by the four representatives. The four representatives should comprise of one person from human resources, one from the board, one form the organization’s legal team, and one from any of the standing committees. Gender balance is exacted of the four representatives. None of the four representatives should have a disciplinary case pending or been involved in a disciplinary case within the last five years at the time of the compliant or involved in any way in the complaint itself.
e) Both the complainant and accused are to furnish with necessary document regarding the complaint.
f) Upon reaching a decision, both the accused and complainant must receive the investigative report both verbally and in writing. In matters of appeal, a new disciplinary team will be introduced. Where need be an external legal agent may be involved.
g) All matters of harassment, bullying, and any other violations of a person’s dignity, and safety are expected to be treated with sensitivity and confidentiality in an attempt to protect the dignity and privacy of the individual.
h) Failure of management and disciplinary team to take action will result in the further violation of an individual’s dignity, and amount to the matter being brought forth at the World Federation level.
i) The complainant is encouraged to get professional support, where necessary outside of the organization.
j) Staffs who make complaints or who participate in good faith in any investigation most not suffer any form of retaliation or victimization as a result. Anyone found to have retaliated against or victimized someone in this way will be subjected to disciplinary action.
k) Making a false allegation deliberately and in bad faith will be treated as misconduct and dealt with under FAEOs disciplinary procedure after due investigation have been conducted by persons of integrity.
l) Regular monitoring, with status reports of all protection-based activities such as harassment and bullying is to be exercised by all staff, including the Executive Director and board members. Bi-annual reports are to be generated by the Executive Director.
m) Breaches of this policy will be dealt with in accordance with FAEO disciplinary procedures, of which may result in further legal action.
7.3 Responsibilities and Practices

In support of the inclusion, diversity, harassment and bullying, the Federation will maintain the following practices. All practices are subject to upgrading as need arises:

Conduct diversity, inclusion, anti-bullying and anti-harassment training on a yearly basis for staff and board members. Where necessary, conduct the same for affiliates and members at a no-cost exercise by the Federation

i. Establish an “ideas”, suggestion, complaints and appraisal box both physical and on line for feedback

ii. Exercise timely conflict resolution in matters of gender-based discrimination, bullying, and harassment

iii. The Federation to become members of diversity think tanks/organizations in Africa and other continents

iv. Create and maintain an IT Information, Education and Communication [IEC] blog on diversity, inclusion, anti-gender-based discrimination, anti-bullying and harassment practices for communication with the external world; subject to review on a quarterly basis.

v. Conduct bi-annual monitoring reviews on all operations in line with diversity, inclusion, anti-bullying and harassment practices in view of addressing the shortfalls, where applicable.

vi. Conduct a yearly evaluation exercise with staff, board members, and key partners on diversity, inclusion, anti-bullying and harassment practices.

vii. Conduct a yearly review, with a written report on the Federation’s culture with the view of improving it, where necessary.

viii. Conduct a power analysis bi-annually to determine the power gender imbalances, with a view of creating a power balance.

ix. Annual team building sessions with staff, board members. Where the exercise is extended to PEIs and affiliates, the Federation should not incur any expenses for the latter groups.
Development, adoption and maintenance of human resources practices that reflect diversity in recruitment, retention, capacity building, etc. for example, remove a person’s name and gender on an application material; e.g. cover letter, Curriculum Vitae/Resume, etc.

Incorporate Key Performance Indicators (KPIs) in the area of diversity and inclusion for every employee of the Federation.

Include more youth and women in the decision-making processes and practicalization of the Federation’s strategic and annual plans.

Include volunteers consisting of youth, women, different nationalities, talents, disabilities, abilities, educational level and so forth in the actualization of the Federation’s mandate.

Exercise sensitivity in word and action in the areas of diversity, including gender, ethnicity, nationality, language, education, age, and religion/ideology.

Translate or incorporate French, English, Swahili, and Portuguese on official documentation and website information.

Develop ideas with the view of diversity and inclusion in mind, for the two aid in enhancing the development of an organization.

Exercise bi-annual reviews regarding the organizational diversity and inclusion culture.

Establish an annual organizational diversity, youth, women day in support of inclusion and diversity; alternatively support on going campaigns and international day on the same with a specific no cost participation.

Form clubs consisting of youth, women, different nationalities, talents, abilities, educational level and so forth in the actualization of the Federation’s mandate and at no cost to the Federation.

Create a conducive environment for diversity and inclusion, and anti-gender based discrimination and anti-bullying and harassment through the physical and visual representation of the office (e.g. wall signage, etc.).
xxi. Establish quarterly team building sessions amongst staff/employees and board members of the Federation for the promotion of belongingness.

xxii. Establish networks with the engineering organizations for information sharing and dissemination, collaborative efforts in TDI.

xxiii. Develop a pre-activity and post activity checklist on TDI incorporating all major operations (e.g. business development, marketing, management, etc.) of the Federation aimed at bringing sensitivity of TDI before and after of all activities.

8.0 FUND RAISING AND FINANCIAL TRANSPARENCY

8.1 Policy Statement

FAEO shall ensure that it is open in its communication/professional relations and accountable in its finances and fundraising exercises and report back to partners/members on how their donations are being used or spent and the impacts of such contributions. The Federation shall also enforce the keeping of records/documents regarding the income and expenditures of donations. In addition, the organization shall put in place control measures to foreclose the incidence of fraud and ensure responsible management of its resources.

The Federation shall additionally implement the transparency policy by executing the following actions:

With regards to fund raising and fund development, the Federation shall be expected to execute the following actions in conjunction with the fundraising policy and strategy:

1. Funds received from donors will be documented by the following procedures
   i. Agreement contract/Approval letter signed by both parties (FAEO & Donor)
   ii. Evidence of receipt or credit advice sent to donor
   iii. All fundraising letter and letter of acknowledgement from FAEO with a copy to the Board chair within 7 days of receiving the funds. The letter must be written using the Federation’s letter head, of which must contain
the following information: the Federation’s logo, physical office address, postal address, email address, telephone contacts, both land line and cell phone, fax number, country, city

iv. Record the amount in the cash book. Recording of the funds received in the Federation’s cash books, against the budget estimated the same day received

v. Copy of cheques, if any.

2. Production of periodic financial report for stakeholders/partners/donors.

3. Preparation of annual audited report, approved by board of FAEO, and uploading of same on the organization website. The audited report is to be placed in the website for one (1) year until a newer one is available for potential funders to see; after which it can be placed in the Federation’s website’s archival section for five (5) years. The audited report is the trustees’ annual report and accounting statements together with the audit report.

4. FAEO will ensure that all expenses are receipted in line with the financial management procedures/policies.

5. Advertise order for purchases after seeking the necessary approvals.

6. Bank transactions document, agreement or document of contribution between donors and the organization.

7. All purchases must have been budgeted and/or pre-approved.

8. Communicate openly amongst staff and stakeholders.

9. Use objective criteria in vendors selection.

10. All fundraising activities must be reflective of the Federation’ mission, vision, strategic plans and annual plans. This includes an annual budget, estimated donations and or resource support expected.

11. All fundraising plans to be reflective of transparency and accountability principles.

12. All monies and non-money resources collected must be banked with reputable financial banks, under the Federation’s bank account with receipts available as
documentation. Monies must not be deposited in personal accounts of any staff, board member or contact of the Federation.

13. Only authorized persons from the Federation are authorized to fund raise. Any request by other parties to do so is not permitted.

14. As a property of the Federation, data bases of potential and existing development partners, including donor data bases must be established and updated on a regular basis. All information of the development partners and donors must be kept in confidence by the officer in charge of fundraising, within a central data base.

15. Contractual agreement or partnership in conflict with the Federation’s Code of Ethics and transparency must not be encouraged. Areas of potential conflict include:

— Bribery, kickbacks, or and corruption exchange from official of the Federation and donor or external party soliciting for the same donation or resources from two or more different sources without declaring to this matter to all potential donors

— Request for organizational information [particularly common where competition amongst organizations exists in matters of fund raising].

— Implied unethical requests for favors/benefit from either the Federation or potential donor; e.g. use of the Federation’s office space in exchange for money, use of the Federation’s logo to promote self-interest.

16. All funds received must be treated in compliance with national laws regarding taxation, charities, donations, where applicable.

17. Risk assessment must be maintained on a regular basis per year to determine the level of risks in fund raising and solicitation of funds or/and resources for the organization.

18. In selecting and engaging our partners, we would review their commitment to TDI policy by:

i. Asking for their policy in line with TDI and audit for compliance through administration of anonymized TDI questionnaire.
ii. All intended fundraising partnership must consider and specify in writing the following in line with the law:

iii. Copy right of the Federation’s materials (e.g. logo, products, etc.)

iv. Roles and responsibilities of both the Federation and potential and/or existing development partner, including time frame.

v. Preferred mode and channel of communication to the outside world, including messaging.

vi. Period of intended partnership, whether a new partnership or an extension of an existing partnership

vii. Mode of conflict resolution should conflict arise.

viii. Public figure of the fundraising exercise; this addresses issues such as the public face of the fundraising event, etc.

ix. Failure to satisfactorily meet the obligations of this policy, FAEO would not engage with the potential partner or existing partner.

8.2 Responsibilities and Practices

i. All staff and stakeholders will be involved in creating a conducive environment where transparency, diversity and inclusion are valued and respected.

ii. Any breach of this policy will be subject to disciplinary actions set by the Federation.

iii. Any breach or violation of this policy can be subject to investigations, in line with the country’s legal and financial processes.

iv. Any breach of the policy by employees or staff is also subject to the termination of official duties, including the representation of the Federation.

v. The board members, staff/employees of the Federation hold the responsibility of safeguarding the delivery of the noted and any other identified financial management transparency actions.
vi. The noted group also holds the responsibility of monitoring and evaluating all operations, including inclusion, diversity, fund raising and financial management, while also reporting their breach through recognized channels of breach address.

vii. Documentation (including receipts, reviews, audits, reports) is to be maintained for all fund raising and financial management operations.

8.3 Communication

The policy shall be communicated periodically to staff members and stakeholders as well as prospective applicants through:

1. Handbook and prospectus
2. Staff/stakeholders meetings and soliciting feedback on subject policy
3. Official communication by work mail and other means
4. Incorporating specific duties into job description
5. Provision of Transparency, Inclusion and Diversity training and support to employees and partners
6. The internet and the organization external website
7. Staff survey that measures records of TDI performance of the organization

8.4 Responsibilities

It is the responsibility of all employees and stakeholders to act within this policy as well as ensure compliance and report cases of violation. The Executive Director shall be charged with the responsibility for promoting the awareness of this policy and monitoring for full compliance.

8.5 Review of this Policy:

This policy will be up for review every three years by FAEO to ensure it is up to date and reflects the needs and practices of the organization. The policy may also be reviewed if legislation changes or if monitoring information suggests that policy or practices should be altered.
9.0 Appendix 1

**Definition of Key Terms:**

**Ethical Behaviour:** The expected action that does not undermine the dignity of persons, nor undermine the development of an organization.

**Diversity:** can be defined as a mix of people in one social system who have distinctly different, socially relevant group affiliations.

“Creating a climate in which the potential advantages of diversity for organizational or group performance are maximized while the potential disadvantages are minimized.” (Cox & Beale, 1997, p 11)

**Fund Raising:** a method of gathering material (e.g. money) and non-material resources or in kind for the advancement of a given idea. Some fundraising issues concern medical, school fees, etc. Professional and organizational fund raising is set within prescribed guidelines that promote transparency and accountability.

**Discrimination:** any unfair treatment or arbitrary distinction based on a person’s race, sex, religion, nationality, ethnic origin, sexual orientation, disability, age, language, social origin or other status. Discrimination may be an isolated event affecting one person or a group of persons similarly situated or may manifest itself through harassment or abuse of authority (ST/SGB/2008/5).

**Harassment:** any improper and unwelcome conduct that might reasonably be expected or be perceived to cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies a series of incidents. Disagreement on work performance or on other work-related issues is normally not considered harassment and is not dealt with under the provisions of this policy but in the context of performance management (ST/SGB/2008/5).
Policy: A general guideline illustrating an idea, including responsibilities, and qualitative and quantitative standards.

Sexual harassment: any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may occur between persons of the opposite or same sex. Both males and females can be either the victims or the offenders (ST/SGB/2008/5).

Forms of harassment, although not limited to this list includes the following:

Verbal: crude language, open hostility, offensive jokes, suggestive remarks, innuendoes, rude or vulgar comments, malicious gossip and offensive songs.

Non-verbal: wolf-whistles, obscene gestures, sexually suggestive posters/calendars, pornographic material (both paper-based and generated on a computer, including offensive screen-savers), graffiti, offensive letters, offensive e-mails, text messages and offensive objects.

Physical: unnecessary touching, patting, pinching or brushing against another employee’s body, intimidating behaviour, assault and physical coercion.

Coercion: pressure for sexual favours (e.g. to get a job or be promoted) and pressure to participate in political, religious or trade union groups, etc.

Isolation: non-cooperation and unreasonable exclusion from meetings or exclusion from social activities.

Intrusion: following, pestering, spying, etc. (“Forms of Harassments”- Ref: Royal Academy of Engineering; Bullying and Harassment Policy)
**Inclusion:** implies the state of including others: in a family, work place, country, organisation, etc. (not excluding others).

**Transparency:** being accountable, forthright, and not ambiguous, with hidden motives but being open in all business conduct, projects design/implementation and professional relations/undertaking.
References

Cox & Beale, 1997

Federation of African Engineering Organisations (FAEO)

Royal Academy of Engineering

United Nations Secretariat (ST/SGB/2008/5)

World Federation of Engineering (WFEO)