



SUZA ANTI SEXUAL HARASSMENT POLICY

2025

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FOREWORD

The State University of Zanzibar (SUZA) is strongly committed to fostering a friendly workplace for its employees and a supportive learning environment for students, as well as the surrounding community. Worldwide, sexual harassment is recognised as a significant risk in the workplace. It undermines the quality of work-life, jeopardises the well-being of both men and women, and imposes costs on organisations. In this regard, the Anti-Sexual Harassment Policy has been established as a framework to create a working and learning environment free from any form of harassment within the University.

In the past, the University operated without a consolidated Anti-Sexual Harassment Policy. The University community faced challenges in reporting and addressing sexual harassment cases. Additionally, there was no clear mechanism or procedure for reporting such cases, particularly for the University staff. This situation highlighted the need for a clear and comprehensive policy to address sexual harassment issues effectively.

Therefore, this policy identifies key issues that must be addressed to prevent sexual harassment. It outlines a reporting mechanism for handling cases, ensuring that perpetrators face appropriate penalties. The policy also emphasises the need for Gender-Based Violence (GBV) training to raise awareness within the University community and empower them to combat sexual harassment.

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Prof. Moh'd Makame Haji
Vice Chancellor,

The State University of Zanzibar.
ACKNOWLEDGEMENT

The development of the SUZA Gender Policy is the result of a collaborative and consultative process involving a wide range of stakeholders committed to advancing equity, diversity, and inclusion within higher education in Zanzibar.

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List of Acronyms and Abbreviations

CCM	Chama Cha Mapinduzi
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
GBV	Gender Based Violence
GDCs	Gender Desk Committees
SDGs	Sustainable Development Goals
SEAH	Sexual Exploitation, Abuse and Harassment
STEM	Science, Technology, Engineering and Mathematics
SUZA	The State University of Zanzibar
SUZAASA	State University of Zanzibar Academic Staff Association
SUZAATSA	State University of Zanzibar Administrative and Technical Staff Association
URT	United Republic of Tanzania
VC	Vice Chancellor

DEFINITION OF TERMS

Alleged perpetrator: means a person alleged to have committed an act of sexual harassment.

Bullying: means a form of harassment and may be characterised as offensive, intimidating, malicious or insulting behaviour, or misuse of power through means intended to undermine, humiliate, denigrate, or injure the recipient.

Complainant: means a person who complains about this policy, or a person against whom an act or acts of sexual harassment as defined in the policy has or have allegedly been perpetrated.

Consent: means an act of agreeing to engage in specific sexual conduct.

Gestural harassment: means a non-verbal sexual harassment act including staring, leering, ogling, winking or watching, blowing kisses, waggling the tongue or licking lips, making sexual expressive hand/finger movement, or imitating sexual suggestive acts.

Harassment: means any unwanted conduct related to a protected individual, which may be physical, gestural, verbal, visual or sexual. Harassment can involve:

- i. Harassment of women by men
- ii. Harassment of men by women
- iii. Same-sex harassment
- iv. Peer harassment
- v. Harassment of a subordinate/student by a supervisor/lecturer
- vi. Third party harassment by non-employees such as clients, external service providers, and guardians.
- vii. Staff and suppliers.

Indecent assault: means an offensive sexual act or series of acts exclusive of rape committed against another person without consent.

Informal handling approach: means taking steps to resolve the complaints without using formal procedures.

Physical harassment: means creating unnecessary or physical contact, standing unnecessarily close, touching, patting, stroking, squeezing, hugging or pinching, brushing or rubbing one's genitals against someone, grabbing parts of the body, and kissing.

Protected act: means any act that is protected by law, including the following:

- i. Make an allegation of harassment; or,
- ii. Indicate an intention to make such an allegation; or,
- iii. Assist or support another person in bringing forward such an allegation; or,
- iv. Participate in an investigation of a complaint; or,
- v. Participate in any disciplinary hearing arising from an investigation; or,
- vi. Take any other steps in connection with this Policy and Procedure.

Rape: means forced or uninvited vaginal, oral or anal penetration by a male penis or any other object.

Sexual harassment: means an unwelcome conduct of a sexual nature that violates the rights of a person.

Sextortion: means a form of sexual exploitation. It involves the use of coercion and threats to compel the victim to engage in sexual acts, produce sexual images or videos.

Sexual assault: means any type of sexual contact or behaviour that occurs without the explicit consent of the recipient. Sexual assault is basically an umbrella term that includes sexual activities such as rape, fondling and attempted rape.

Unnatural Carnal Knowledge: means sexual intercourse with a person in an unnatural manner or with an animal.

University: Means the State University of Zanzibar.

University community: means all SUZA staff, students, service providers and users, and visitors of the University.

Verbal harassment: means a verbal sexual harassment act including insults, jokes, or anecdotes that belittle or demean an individual or a group's sexuality or gender, comments of a sexual nature about an individual's body, clothing, or sexual experience, violating another person's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for another person.

Victimisation: means an act of treating someone unfairly or putting them through hardship as punishment for performing "a protected act".

Visual harassment: means an act of placing posters or inappropriate displays of sexually suggestive objects or pictures, videos, cartoons, calendars, books, magazines, passing on pornographic material in print or electronic form or

passing written offensive messages of a sexual nature taken without their consent.

Zero tolerance: means refusal to accept sexual harassment conduct by enforcing severe penalties without compromising the application of the law.

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CHAPTER ONE

INTRODUCTION

1.0 Background

The State University of Zanzibar (SUZA) is a public university in Zanzibar, established by Act No. 8 of 1999 of the House of Representatives of Zanzibar. This Act was later amended by Act No. 11 of 2009 and further revised by Act No. 7 of 2016, Act No. 1 of 2019, and Act No. 13 of 2020. Since its establishment in 2002, the university has gradually expanded in terms of academic programs, student enrolment, infrastructure, and staff.

SUZA aims to be a comprehensive university offering higher education in all areas relevant to the country's economic transformation. It is committed to providing equal opportunities for both men and women, as well as for individuals with special needs.

The advancement of science and technology, along with social development, has led to an increase in cases of sexual harassment. This situation has necessitated the implementation of new approaches and initiatives to address sexual harassment at all levels. The emergence of new forms of sexual harassment requires proactive measures to fight them if the university is to fulfil its mission. These cases can be addressed through the establishment of a gender centre, a gender desk, and a gender policy, which highlight the need for an anti-sexual harassment policy. These measures will help create a safe environment free from any form of sexual harassment.

This is the first Anti-Sexual Harassment Policy developed by the University. The policy serves as a legitimate point of reference for addressing sexual harassment issues within all university premises. The anticipated outcomes of this policy include the allocation of resources for handling sexual harassment cases and increased awareness of these issues within the university community.

1.1 Rationale of the Anti-Sexual Harassment Policy

In the past, cases of sexual harassment at the University were handled by ad hoc committees and later by the Disciplinary Committee, which was responsible for making recommendations and implementing actions. However, there were no proper mechanisms for dealing with such cases due to the lack of a comprehensive policy before 2022. As a result, many cases of sexual harassment went unreported, and even when reported, perpetrators were not effectively dealt with.

The university community consists of people from diverse cultural backgrounds, necessitating a comprehensive policy to provide schools, institutes, departments, centres, units, and sections with clear procedures for handling incidents. At SUZA, sexual harassment remains a hidden issue, as victims often remain silent for fear of its consequences. Findings from research conducted by the university on gender-related issues revealed the existence of different forms of sexual harassment within the university community. Similarly, various complaints were received by the university administration and the office of the Dean of Students. Thus, concerns over the incidence of sexual harassment have increased

Consequently, this Anti-Sexual Harassment Policy intends not only to strengthen University procedures for dealing with Sexual Harassment but also to provide a basis for accountability and collective responsibility on the issue of Sexual Harassment.

1.2 Overview of Laws, Policies, Strategies and Programmes

1.2.1 International Legal Instrument for Addressing Sexual Harassment

Various international conventions and instruments address gender based violence and related issues worth mentioning in this case include: The Universal Declaration of Human Rights (1948), The Convention on the Rights of the Child (1989); The African Charter on the Rights and Welfare of the Child (1999), The International Labour Convention No. 190 on Violence and Harassment in the World of Work; and The International Human Rights Law

Convention on Elimination of All forms of Discrimination against Women (CEDAW) adopted in 1979. The 1993 General Assembly Declaration on the Elimination of Violence Against Women, The Beijing Declaration and Platform for Action of 1995, and the Sustainable Development Goals by 2030.

1.2.2 National Instruments for Addressing Sexual Harassment

The Constitution of the United Republic of Tanzania of 1977 and the Constitution of Zanzibar of 1984 prohibit gender discrimination. In addition, the Revolutionary Government of Zanzibar has made national strategies and plans such as the Zanzibar Development Vision 2050; Zanzibar Development Program (2021/2025); National Plan of Action to End Violence against Women and Children (2017-2022); and CCM Manifesto of 2020 - 2025.

The Zanzibar Gender Policy of 2016 and its implementation strategy provide guidelines and directives to promote gender equality and eradicate all forms of gender discrimination. Meanwhile, the Zanzibar Education Policy (2006) prohibits discrimination specifically against girls as well as marginalised groups.

Strong commitment by the Government of Zanzibar to eliminate violence against women and children is also found in various Acts including Penal Act No. 6 of 2018; The Zanzibar Employment Act No. 11 of 2005; The Public Services Act No. 2 of 2011; The Labour Relations Act No.1 of 2005; Occupational Safety And Health Act No.8 of 2005; The Persons with Disabilities Act No. 8 of 2022; The Zanzibar HIV and AIDS Prevention and Management Act No. 18 of 2013; The Children's Act No. 6 of 2011 and The Zanzibar Public Service Regulation of 2014.

1.3 Policy Vision

To be a preferred higher learning institution with zero tolerance for any form of sexual harassment.

1.4 Policy Mission

To provide a conducive working and learning environment where quality education, research, and related services take place without exposing community members to any form of harassment.

1.5 Goal and Objectives

1.5.1 Goal

To create a safe and conducive working and learning environment for the university community, free from any form of sexual harassment.

1.5.2 Policy Objectives

- i. Strengthen awareness and education on the harmful effects of sexual harassment and misconduct.
- ii. Establish an institutional framework that encourages victims of sexual harassment to exercise their rights and maintain their dignity.
- iii. Investigate and report incidents of sexual harassment and misconduct within the university.
- iv. Administer appropriate disciplinary measures when a policy violation is confirmed.
- v. Ensure that victims of sexual harassment and misconduct, as well as individuals participating in investigations, are protected from victimisation, retaliation, or stigmatisation.
- vi. Discourage romantic and sexual relationships between members of the university community, where they may undermine academic fairness, professional responsibility, or institutional integrity.
- vii. Establish a database to record and monitor sexual harassment cases for effective policy implementation.
- viii. Encourage research on gender-based violence (GBV) and sexual harassment issues.

1.6 Scope of the Policy

This policy applies to all students and staff (both academic and non-academic), whether engaged on a full-time or part-time basis. It also covers individuals acting on behalf of the university in any of its programs and activities, including those occurring on campus and off campus. Additionally, the policy applies to contractors, subcontractors, consultants, security personnel, researchers, visiting scholars, service providers and users, vendors, traders, clients, admission seekers, job applicants, employees of companies or firms operating on campus, and all other visitors to the university.

1.7 Guiding Principles of the Policy

SUZA shall comply with the following guiding principles in all Anti-Sexual Harassment issues:

- i. **Zero Tolerance Approach:** Strictly prohibit all forms of Sexual harassment. SUZA adopts a strict zero-tolerance approach against all forms of sexual harassment, regardless of the position or status of the individuals involved. All reported incidents will be taken seriously and addressed promptly.
- ii. **Confidentiality and Protection:** Guarantees confidentiality for individuals reporting sexual harassment and ensures protection against retaliation. University community members should feel safe and supported when reporting incidents, knowing their identities will be protected and they will not face any adverse consequences for speaking up.
- iii. **Reporting Mechanisms:** Establish clear and accessible reporting mechanisms for individuals to report incidents of sexual harassment. These mechanisms should include multiple channels, such as a designated reporting person, a confidential helpline, or an online reporting system. The policy should outline the steps to be followed once a report is received, including a fair and impartial investigation process.

- iv. **Accountability:** Emphasize accountabilities for all individuals involved in cases of sexual harassment will be held accountable. This includes enforcing appropriate disciplinary actions against perpetrators and ensuring consequences for individuals found to have knowingly made false accusations.
- v. **Training and Education:** Organise regular training and education programmes for all University community members. These training programmes should raise awareness about sexual harassment and guide in identifying and addressing inappropriate behaviours in preventing sexual harassment incidents.
- vi. **Communication and Transparency:** Effective communication with all university community members to ensure a clear understanding of their rights and responsibilities. It should be easily accessible and prominently displayed. Regular updates on the policy's implementation, reporting mechanisms, and outcomes of investigations shall be shared to promote transparency and build trust.
- vii. **Investigation:** All complaints of sexual harassment conduct shall be investigated promptly and thoroughly. The investigation will be conducted by a neutral party who is not involved in the matter.
- viii. **Resolution:** Resolve sexual harassment matters fairly and equitably. This may involve mediation, counselling, or disciplinary action.
- ix. **Inclusiveness:** Inclusiveness of all University community members shall be considered regardless of their gender, special needs, sexual orientation, or any other protected characteristic.
- x. **Promoting a Culture of Respect:** Fostering a culture of respect by emphasising the importance of diversity, inclusion, and maintaining a safe and supportive environment for all members of the university community.

CHAPTER TWO

SITUATION ANALYSIS

2.0 Introduction

This chapter presents a situational analysis conducted to examine the status of sexual harassment at SUZA. Specifically, the analysis assessed the level of knowledge, attitudes, reported cases, grievances, and the existing reporting and handling procedures. Further, the findings indicate that students and staff at SUZA face various challenges related to gender-based violence (GBV) and sexual harassment. However, there were no dedicated procedures to effectively address these challenges. Recognising the magnitude of sexual harassment at SUZA has led to the need for a clear and structured Anti-Sexual Harassment Policy. This policy aims to establish clear guidelines for addressing and managing sexual harassment issues, thereby fostering a safe and conducive working and learning environment. Finally, this analysis outlines key findings and proposes appropriate measures to address sexual harassment cases within the university.

2.1 Awareness of Sexual Harassment at SUZA

The SUZA community appears to have a general awareness of sexual harassment issues. About 80% of respondents demonstrated basic knowledge of sexual harassment, including its definition, forms, and impact on the working, teaching, and learning environment¹. This awareness may be attributed to the introduction of basic civil rights courses and increased social interactions within the SUZA community. However, the most identified forms of sexual harassment reported by respondents were relatively minor. These include unwanted touching, hearing comments of a sexual nature, receiving unwanted messages, suggestive remarks or jokes, and unwanted comments. Despite this awareness, the situational analysis revealed gaps in knowledge and understanding of broader sexual harassment issues, concerning

¹ SUZA Situational Analysis Report 2022

reporting procedures, case handling, and the specific penalties for offenders of sexual harassment cases.

2.2 Sexual Harassment Situation at SUZA

Like other institutions, the SUZA community experiences different kinds of Sexual Harassment within and outside its campuses. The study observed that about 46% of the respondents claimed to have experienced various forms of sexual harassment in the University premises. The perpetrators of the harassment practices include some authoritative staff in the organisation, such as seniors, academicians, non-academicians, fellow students and security guards.

Unexpectedly, most of the victims of Sexual Harassment do not report the cases. The findings indicate that about 87.1% of the respondents claimed not to have reported any incidents of sexual harassment they encountered, and only 12.9% reported the incidents to the respective authority. However, those who reported the incidents claimed not to have received proper support after reporting those incidents.

Sexual harassment was found to have a detrimental impact on both the working and learning environment. For example, 193 respondents (55.1%) reported that incidents of sexual harassment significantly affected their work or studies. These findings highlight the need for clear policies, effective reporting mechanisms, and robust procedures for addressing cases of sexual harassment.

CHAPTER THREE

POLICY ISSUES, STATEMENTS AND STRATEGIES

3.0 Introduction

This chapter describes the policy issues, statements and strategies on eight focus areas. These areas are Awareness creation on sexual harassment; Gender-based violence and sexual harassment; Safety and security measures; Capacity building and training; Research on sexual harassment; Handling cases of sexual harassment; Reporting mechanism; and Anonymity, Confidentiality and Respect.

3.1 Awareness Creation on Sexual Harassment

3.1.1 Policy Issue

Inadequate awareness of sexual harassment issues within the SUZA community.

3.1.2 Policy Statements

SUZA shall equip its community with knowledge and skills on sexual harassment issues to change the attitude and practices of its community.

3.1.3 Policy Strategies

- i. Conduct workshops on Sexual Harassment for the entire SUZA community and other stakeholders.
- ii. Support advocacy groups to fight against Sexual Harassment issues.
- iii. Disseminate the Anti-Sexual Harassment Policy across the SUZA community.
- iv. Provide counselling services for victims.

3.2 Gender-based Violence and Sexual Harassment

3.2.1 Policies Issues

- i. The presence of gender-based violence and sexual harassment in the University.
- ii. Limited guidance and counselling services to the University community members.
- iii. Inadequate reporting and handling mechanisms dealing with gender-based violence and sexual harassment.

3.2.2 Policy Statement

SUZA shall develop a dedicated anti-sexual harassment policy to address gender-based violence and sexual harassment issues.

3.2.3 Policy Strategies

- i. Establish a dedicated guidance and counselling services unit/section under the Gender Centre.
- ii. Recruit a professional counsellor.
- iii. Create awareness sessions on Gender-Based Violence and Sexual Harassment.
- iv. Develop reporting and handling mechanisms for GBV and Sexual Harassment cases.
- v. Work with local and international organizations advocating against gender-based violence.
- vi. Create partnerships with law enforcement agencies, human rights groups, and health institutions for comprehensive support.

3.3 Safety and Security Measures

3.3.1 Policy Issues

- i. Existence of risky environments in some areas.
- ii. Absence of separate students' hostels and other recreation facilities.
- iii. Absence of some basic services within campuses.
- iv. Presence of cybercrimes.

3.3.2 Policy Statement

SUZA shall enhance safety and security measures for all University members and the surrounding environment to prevent sexual harassment.

3.3.3 Policy Strategies

- i. Conduct safety assessments to identify risky areas on Sexual Harassment.
- ii. Raise awareness on code of ethics and conduct.
- iii. Provide enough lighting to all University campuses.
- iv. Install telephone hotline numbers, digital reporting systems and surveillance camera in strategic places.
- v. Separate female and male students' hostels.
- vi. Design washrooms that are gender sensitive and consider special needs.
- vii. Train university community on safety and security regarding Sexual Harassment.
- viii. Enforce professional ethics for SUZA staff.

- ix. Develop a software system to detect and prevent cyber–Sexual Harassment.

3.4 Capacity Building and Training

3.4.1 Policy Issues

- i. Insufficiently trained personnel to handle sexual harassment cases.
- ii. Lack of in-service training on sexual harassment.

3.4.2 Policy Statement

SUZA shall enhance the capacity of members of the University community to support the implementation of the policy.

3.4.3 Policy Strategies

- i. Recruit/ appoint qualified staff to operate the Gender Desk.
- ii. Conduct training needs assessment for staff on GBV and Sexual Harassment issues.
- iii. Provide training programmes to university community members on Anti- Sexual Harassment issues.

3.5 Research on Sexual Harassment

3.5.1 Policy Issue

- i. Limited research and publication of Sexual Harassment issues.

3.5.2 Policy Statement

SUZA shall encourage staff and students to carry out research and publication on Sexual Harassment practices.

3.5.3 Policy Strategies

- i. Identify research areas and conduct research on Sexual Harassment.
- ii. Organize workshops, conferences, exhibitions, symposiums, and publications on Sexual Harassment issues.
- iii. Establish a research journal on gender and Sexual Harassment issues.

3.6 Handling Cases of Sexual Harassment

3.6.1 Policy Issue

- i. Inappropriate mechanism in handling Sexual Harassment cases.
- ii. Limited competency on handling sexual harassment incidences for SUZA community.

3.6.2 Policy Statement

SUZA shall implement a clear and effective mechanism for handling sexual harassment cases.

3.6.3 Policy Strategies

- i. Establish a mechanism to ensure confidentiality in handling cases of Sexual Harassment.
- ii. Create and promote an enabling environment that is free from Sexual Harassment issues through policy implementation.
- iii. Building capacity for Gender Desk for handling Sexual Harassment cases.

3.7 Reporting Mechanism

3.7.1 Policy Issues

- i. Unclear procedures for reporting sexual harassment cases.
- ii. Negative attitude towards reporting cases of Sexual Harassment.

3.7.2 Policy Statement

SUZA shall establish a dedicated reporting mechanism for Sexual Harassment cases.

3.7.3 Policy Strategies

- i. Develop a software reporting system.
- ii. Develop reporting tools such as a toll-free hotline, emails and sms.
- iii. Provide education on the importance of reporting Sexual Harassment cases.
- iv. Develop a dedicated recording system.

3.8 Anonymity, Confidentiality and Respect

3.8.1 Policy Issues

- i. Lack of trust among the SUZA community.
- ii. Leakage of information.
- iii. Presence of nepotism in handling Sexual Harassment incidents.

3.8.2 Policy Statement

SUZA shall maintain anonymity, confidentiality and respect in reporting and handling Sexual Harassment cases.

3.8.3 Policy Strategies:

- i. Establish mechanisms to ensure confidentiality in handling cases of Sexual Harassment.
- ii. Provide severe penalty for inappropriate disclosure of information.

- iii. Establish appropriate procedures of receiving and handling the complaints on Sexual Harassment.
- iv. Respect the privacy of the complainants, perpetrators and the witnesses.

CHAPTER FOUR

IMPLEMENTATION FRAMEWORK

4.0 Introduction

The University community members are responsible for adhering to the Anti-Sexual Harassment Policy and applying it in their day-to-day activities and all communications within or on behalf of the University. To ensure effective implementation of the policy, a Gender Desk shall be established by the University. The policy will be operationalised through the existing University structures.

4.1 Implementation Structure

4.1.1 The University Council

The University Council shall serve as the guardian of the Anti-Sexual Harassment Policy, ensuring disciplinary measures are taken for any acts of sexual harassment or immorality in line with this Policy.

4.1.2 The Vice-Chancellor

The Vice-Chancellor will be the Chief Disciplinary Officer and shall take primary responsibility for ensuring compliance with the Anti-Sexual Harassment Policy by:

- i. Applying caution and proper judgment when appointing members assigned to implement the Policy.
- ii. Receiving reports on sexual harassment issues submitted by the Gender Desk and executing its recommendations.

4.1.3 SUZA Gender Desk

SUZA shall establish a Gender Desk under the Vice Chancellor's Office. The desk will be led by a Head of Gender Desk, who shall serve for a term of three years and may be reappointed for an additional three-years term of service.

4.2 Roles of Gender Desk

The roles of the Gender Desk will include:

- i. Overall responsibility for overseeing all sexual harassment and misconduct complaints at the University.
- ii. Coordinating all Gender Desk meetings.
- iii. Reporting the gender-based violence issues to the relevant University authorities.
- iv. Building capacity of the University community to fight against GBV.
- v. Initiating and nurturing the Gender Desk Clubs (GDCs) in the University.
- vi. Ensuring that GBV practices are reported and handled accordingly.
- vii. Mediating parties involved in the sexual harassment cases.
- viii. Facilitating the establishment of a Gender Desk committee.
- ix. Preparing work plans and budgets based on anti - sexual harassment activities at the University.
- x. Preparing and submitting annual reports to the Vice-Chancellor.

4.3 Gender Desk Committee

A Gender Desk Committee shall be established at the University, composed of one representative from each University campus and two students who are not leaders within the Students' University Organisation, as determined from time to time. The Committee, comprising a maximum of 15 members, will be responsible for monitoring and addressing all gender-related issues at the University. It will report to the Vice Chancellor.

4.4 Members of the Gender Desk Committee

The committee shall consist of the following members:

1. Head of the Gender Desk – Chairperson
2. Legal Officer – Secretary
3. Quality Assurance Officer
4. Dean of Students
5. Human Resource Officer
6. Administrative Officer-Gender Desk
7. Focal Person from the School/Institute (where the claim originates).
8. Public Relations Officer.
9. Two students (not affiliated with student organisations).

The Gender Desk Committee may invite any other person deemed necessary for the deliberation of a claim.

4.4.1 Roles of the Gender Desk Committee

The Gender Desk Committee shall:

1. Ensure that gender-responsive budgeting is incorporated into SUZA's overall plans.
2. Evaluate progress made in mainstreaming gender issues into SUZA's daily routines.
3. Support alliances and strategic partnerships with other gender-focused organisations.
4. Receive complaints of gender-based cases through the Gender Desk Focal Person.
5. Investigate instances of Sexual Harassment and GBV within and around the University to propose decisions.
6. Regularly and timely monitor the operationalisation of the SUZA Gender Policies and associated implementation strategies.

CHAPTER FIVE

MONITORING AND EVALUATION

5.0 Introduction

Monitoring and evaluation are critical components of a comprehensive implementation of the Anti-Sexual Harassment Policy. By regularly tracking progress, measuring effectiveness, and identifying areas for improvement, the University can ensure that its policy remains relevant, responsive, and capable of creating a safe and inclusive work environment.

Monitoring and evaluation are a comprehensive process that involves collecting information on daily activities during the policy's implementation. This exercise is essential for demonstrating the implementation process and making improvements immediately, rather than waiting for the final evaluation. Stakeholders will receive the results of the monitoring and evaluation to ensure a common understanding of the policy's implementation. Also, the results of the assessment and evaluation will be shared accordingly to determine whether the implementation of this policy is achieving the desired outcomes.

5.1 Monitoring

Monitoring is a process that occurs throughout the execution of a policy to ensure that the policy is carried out according to plan. To evaluate the implementation, members will identify and correct any functional deficiencies that have surfaced and provide feedback. Among other things, monitoring will be performed to compare the use of resources to the actual performance. In addition, monitoring will be performed to measure the outcomes of completed or ongoing activities against the established parameters or indicators. This policy monitoring process will concentrate on the following aspects:

- i. Establishment of an institutional framework that encourages victims of sexual harassment to exercise their rights and maintain their dignity.
- ii. Strengthen awareness creation on the negative impact of sexual harassment and misconducts.

- iii. Investigation of allegations and reporting incidents of sexual harassment and sexual misconduct within the University.
- iv. Administration of appropriate disciplinary measures when a Policy violation is found to have occurred.
- v. Strengthening confidentiality mechanisms for protecting victims of sexual harassment and sexual misconduct, or anyone who participates in the investigation, does not face victimisation, retaliation, or stigmatisation.
- vi. Discouragement of romantic and sexual relationships between the University community members.
- vii. Establishment of a database to record sexual harassment cases to simplify monitoring and evaluation of the policy.
- viii. Encouraging research on GBV and Sexual Harassment issues.

5.2 Evaluation

The implementation of the Anti-Sexual Harassment Policy will be evaluated every year. In measuring the effectiveness of this strategy, the main exercise will include identifying the efforts and results of controlling and addressing acts of sexual harassment.

In addition, the evaluation will use the indicators outlined in the work plan, aligned with the objectives and activities identified for implementation. The evaluation will involve engaging stakeholders at each step and measuring the implementation process to assess results and efficiency. This will help determine whether the targets and expectations have been met, thereby empowering managers to make decisions. The evaluation report will provide feedback to decision-makers, implementers, and other stakeholders.

5.3 Review of Policy

The Anti-Sexual Harassment Policy will undergo review once every three years to ensure its continued relevance and effectiveness.