



# **The Gender Audit**

---

## **Questionnaire Handbook**

**Commission on the  
Advancement of Women**



1717 Massachusetts Avenue, NW | Suite 701 | Washington, DC 20036  
Tel 202.667.8227 | Fax 202.667.8236 | [www.interaction.org](http://www.interaction.org)  
ISBN 0-9678813-3-1

# **The Gender Audit**

---

## **Questionnaire Handbook**

**By Patricia T. Morris, Ph.D.**

**Deputy Director, Commission on the Advancement of Women (CAW)**

**With contributions from:**

**Suzanne Kindervatter, Ed.D., CAW Director**

**Amy Woods, M.S.**

Graphic Design:

Julie D. Olsen, 1995

Julie Montgomery, M.A., CAW Senior Communications Associate

©InterAction, 2003.

ISBN 0-9678813-3-1

All rights reserved | Second Edition | ISBN Pending

# TABLE OF CONTENTS

The CAW's Gender Audit: An Overview .....	<b>1</b>
Rationale	
Purpose	
Assumptions	
Making Organizations Gender Responsive	
Overview of the Gender Audit Process .....	<b>4</b>
Preparing for the Gender Audit Process .....	<b>5</b>
Administering the Gender Audit Questionnaire .....	<b>6</b>
List of Questions in Gender Audit Questionnaire	
Sampling Strategies	
Data Collection	
Analyzing the Results	
Univariate Analysis	
Composite Analysis	
Bivariate Analysis	
Presenting the Gender Audit Questionnaire Results .....	<b>15</b>
Using the Gender Audit Questionnaire Results in Action Planning .....	<b>22</b>
Summary .....	<b>23</b>
References .....	<b>24</b>
Appendices .....	<b>i</b>

CAW Gender Audit Questionnaire, 2003

CAW Gender Audit Codebook, 2003

# The CAW's Gender Audit: An Overview

... Development can only have a beneficial outcome for women when the working culture, structure, systems and procedures, and underlying values of the institution which shape women's lives themselves reflect a concern for gender equity.

Fenella Porter, Ines Smyth and Caroline Sweetman\*

## Rationale

Those who work on gender in development and humanitarian assistance organizations are becoming more aware of the role organizational structure and organizational culture play in the design and delivery of gender sensitive programs and projects. The differential access to and control over resources and benefits women and men encounter through development projects and humanitarian relief efforts are inextricably linked to the gendered nature of the organization providing the assistance. As Caroline Sweetman argues, "Working on gender issues obliges organizations to set their own houses in order, and change aspects of the organizational culture which discriminate against women staff and women 'beneficiaries'."<sup>1</sup>

A fundamental premise underlying the CAW's support of InterAction member agencies' gender equity initiatives is that gender equity must be integrated in member organizations programming and organizational practices in order to bring about sustainable organizational change. Thus, the CAW's *Gender Audit Questionnaire* is designed to capture both the programming and organizational characteristics in InterAction member agencies.

## Purpose

The *Gender Audit* is an assessment tool and process for organizations to use in identifying staff perceptions of how gender issues are addressed in their programming portfolio and internal organizational processes. The *Audit Questionnaire* is designed to garner information on the status of gender equity in organizations vis a vis the *Gender Equity Amendments* in the *PVO Standards*, InterAction's ethical and operational principles. The Amendments, encompassing governance, management, personnel and programs, are:

- Develop a written policy that affirms a commitment to gender equity in organizational structures and in staff and board composition;
- Train program staff in gender analysis for program planning, implementation and evaluation;
- Institute gender analysis and planning in all phases of the program process, in collaboration with local NGO partners;
- Integrate gender sensitivity into human resource development for staff at all levels to improve organizational effectiveness, promote non-discriminatory relationships and respect for diversity in work and management styles;
- Include gender awareness in job performance criteria;

\* Fenella Porter, Ines Smyth and Caroline Sweetman, eds. (1999) *Gender Works: Oxfam Experience in Policy and Practice*, Oxfam Publishing, Oxford, pp. 3-4.

<sup>1</sup> Carol Sweetman, ed. (1997) *Gender in Development Organizations*, Oxfam (UK and Ireland) p.2.

- ❑ Strive to increase the number of women in senior decision-making positions and on Boards of Directors;
- ❑ Institute family friendly policies and create an environment that enables both women and men to balance work and family life;
- ❑ Develop policies and practices that support equal pay for equal work; and
- ❑ Establish a mechanism, consistent with the organization’s mission and constituency, which operates with a mandate from the CEO to promote and monitor the integration of gender equity in programs.

The Audit provides organizations with a tool and approach to assess their compliance with the *Gender Equity Amendments* and to develop an action plan for addressing identified weaknesses and enhancing identified strengths. The results of the *Gender Audit Questionnaire* and the *Gender Audit* process provide organizations with three useful outputs: (1) a reflection of the status of gender equity within the organization, (2) a baseline for collective discussion and analysis, and (3) a participatory process that builds organizational ownership for the agency’s gender equity initiative. The Audit enables organizations to identify the impact of gender relations on their agency’s culture, processes, programs and organizational performance and vice versa. When the specific patterns of gender relations in an organization are uncovered, it becomes possible to work within the organization to change the unequal patterns and to reinforce the equalizing ones, making the organization more gender responsive.

## Making Organizations Gender Responsive

The CAW’s experience with InterAction members consistently highlight the significance of four (4) important elements in transforming gender blind organizations into gender responsive ones:

**Political Will** - evidenced when top-level leadership publicly support gender integration, effectively communicate the organization’s commitment to gender equity, commit staff time and financial resources, and institute needed policies and procedures.

**Technical Capacity** – evidenced in increased staff skills in gender analysis and use of gender sensitive tools and procedures.

**Accountability** - evidenced in institutional incentive and requirement systems that encourage and reinforce behaviors within individuals and within an organization as a whole, and adoption of new systems for gender disaggregated data.

**Organizational Culture** – evidenced in a gender-balanced staff, a gender sensitive governance structure, and the equal valuing of women and men’s working styles.

## Assumptions

The CAW’s *Gender Audit* is based on several key assumptions:

**G**ender inequality is often embedded in organizations’ values, culture, processes and programs.

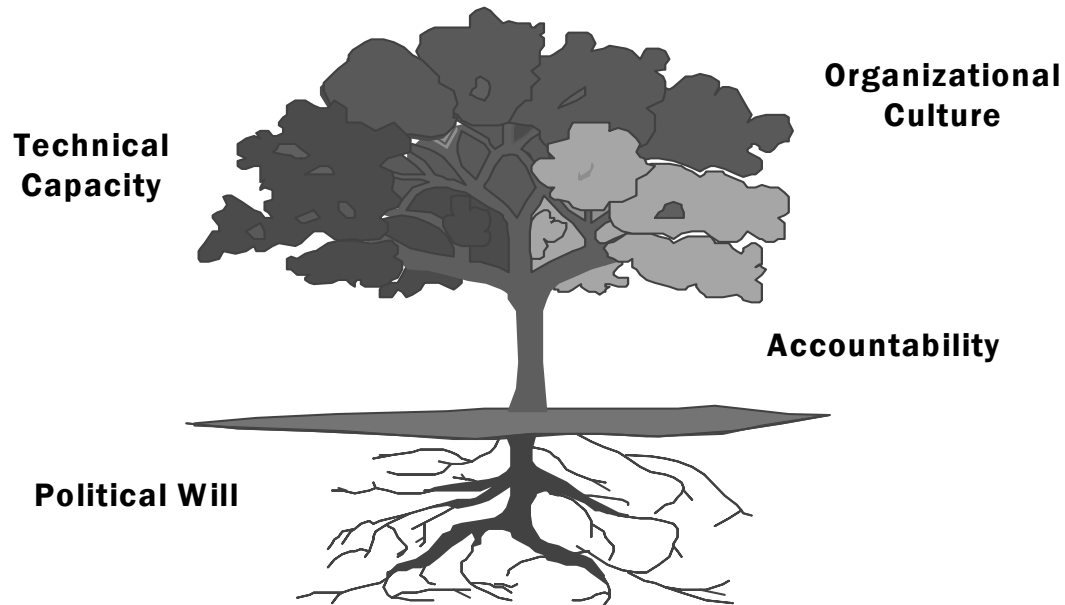
**G**ender inequality in organizations often inherently favors masculinist content and working styles and disadvantages feminine/feminist content and working styles.

**O**rganizational change in support of gender equality involves changes in women’s and men’s roles and relations.

**G**ender equality can enhance organizations’ productivity, efficiency and sustainability because gender cross cuts every sector, section, and process within organizations.

**G**ender equality in organizations is achievable and positive sum in the long run.

**Figure 1: The CAW's Gender Integration Framework**



Framework developed by the Commission on the Advancement of Women. Copyright 1999. For more information, contact: InterAction – CAW, 1717 Massachusetts Ave, NW, Suite 701, Washington, DC 20036, Tel: 202.667.8227, Fax: 202.667.8236, Web: [www.interaction.org](http://www.interaction.org)

### **Vision**

Integrating gender in an organization's activities and structures has both an external and internal dimension. Externally, gender integration fosters the participation of and benefits to women and men in an organization's initiatives or services. Internally, gender integration promotes women's leadership and equality in an organization's own policies and structures.

### **Process**

Gender integration is an organic process, akin to a living tree. At the root of the process is **political will**. An organization with strong political will, like a tree with strong roots, can support the development of three vital branches: **technical capacity**, **accountability** and a positive **organizational culture**.

### **Sustainability**

To become institutionalized, gender integration builds organizational capacity and ownership in gender-sensitive programming, organizational structures, and procedures, as the four interdependent parts develop:

1. **Political Will** becomes evident when top-level leadership publicly support gender integration, commit staff time and financial resources, and institute needed policies and procedures.
2. These conditions lead to a favorable **organizational culture**, which involves progress toward a gender balanced staff and governance structure, as well as equal valuing of women and men in the workplace.
3. As organizational culture transforms, **technical capacity** must develop, including staff skills in gender analysis, adoption of systems for gender disaggregated data, and development of gender sensitive tools and procedures.
4. Because gender integration ultimately involves organizational change, systems of **accountability** are also essential. Both incentives and requirements are necessary to encourage and reinforce new behaviors, within individuals and within an organization as a whole.

# Overview of the Gender Audit Process

The CAW's *Gender Audit* is a two-stage process that allows for the collection of information to assess the status of gender equity in development and humanitarian assistance organizations. The first stage of the *Gender Audit* process is the *Gender Audit* questionnaire. The questionnaire was designed to help organizations assess the range of understanding, attitudes, perceptions and reported behavior among staff in their own organization. The responses to the questionnaire also serve as a baseline of staff perceptions on the status of gender equity in their organization's programs and processes. The questionnaire focuses on the following five (5) areas of programming and six (6) areas of organizational processes:

## **Gender Audit Questionnaire Outline:**

- I. Programming
  1. Program Planning and Design
  2. Program Implementation
  3. Technical Expertise
  4. Monitoring and Evaluation
  5. Partner Organizations
  
- II. Organization
  1. Gender Policies
  2. Staffing
  3. Human Resources
  4. Advocacy, Marketing and Communications
  5. Financial Resources
  6. Organizational Culture

The second stage of the *Gender Audit* process is the Discussion, Analysis and Planning Phase. This is the point where a focused review of the results of the *Gender Audit* questionnaire by staff of the organization takes place. The review provides the basis for action planning in support of an organization's gender equity initiative. The analysis phase presents staff with the compilation of the questionnaire results and involves them in exploring the findings and trends in more depth. Depending on the size of the organization, the second stage of the audit process may take one of three shapes. For small organizations (less than 50 staff and no overseas units), all staff can be involved in the focus group discussion and planning sessions. For medium size organizations, (50 to 300 staff and few overseas units), focus group discussions and planning sessions with representatives from the various divisions should be convened. For large organizations (over 300 staff and a significant number of overseas units), convene a Gender Task Force comprised of representatives from all levels and divisions in the organization.

The output of the *Gender Audit* process should be a detailed action plan that builds on the organizational strengths in support of gender equity and outlines initiatives, strategies, processes and guidelines to integrate gender in the weaker areas. The desired outcome of the *Gender Audit* process is shared ownership and action to move toward a gender-friendly organization.

# Preparing for the Gender Audit Process<sup>2</sup>

Institutional assessments like the *Gender Audit* require a strategy to communicate the initiative's rationale, purpose and intended impact on the staff's day to day work as well as the overall organizational mission. For the *Gender Audit* process to run smoothly, it requires consistent and demonstrated political will from senior managers in the organization. An effective and transparent communications strategy allays the fears and cautiousness often found in organizations launching a gender equity initiative.

A communications strategy is a plan, method or series of maneuvers for obtaining a specific goal or result, in this case the understanding of and support for the organization's *Gender Audit*. Strategic communications for the *Gender Audit* process focus on the needs of the organization's staff and the organization itself. In this case, the primary objectives of an internal communications strategy is to promote broad participation in the organization's assessment of gender equity in programs and organizational structure.

The CAW recommends inclusion of the following steps for your organization's Gender Audit communications strategy:

1. **Have senior manager's spell out your organization's gender equity mission.** The organization's senior managers should discuss what it is they are trying to accomplish. If there is an organizational gender policy, it should be reflected in your internal communication goals and regularly shared throughout the organization.
2. **Convene a brainstorming meeting.** Your organization's top decision-makers, gender task force or advisory group should hold an initial communications strategy session to clarify where communications ranks in the organization's gender equity initiative and in the plans for carrying out the *Gender Audit*. End the meeting by finalizing communications goals. Prepare a final communications plan with an implementation procedure, which clearly identifies the channels and content of communication. Memos, meetings, newsletters, e-mails and other channels of communication should all be mutually reinforcing.
3. **Place communications high on your priority list for the conduct of the Gender Audit.** You should have a clear understanding of where your communications strategy fits in your overall objectives and priorities for the *Gender Audit*, your gender equity initiative and the organization's overall goals. The strategy should cover all phases of the *Gender Audit* – beginning with an announcement of the initial launch of the *Gender Audit* to regular updates of intermediate progress throughout the implementation stage, and conclude with communications highlighting the final evaluation of the initiative.
4. **Commit to being proactive.** An internal communications strategy requires recognition of the need for the strategy and strong personal commitment to flourish. Ensure that everyone in the entire organization is shown the relationship between the elements in their jobs and the information being sought through the *Gender Audit*. Creativity and energy go a long way in fashioning a successful internal communications strategy.

---

<sup>2</sup> Adapted from *The Jossey-Bass Guide to Strategic Communications for Non-Profits*, Kathy Bonk, Henry Griggs and Emily Tynes, 1999, Jossey-Bass, Inc. San Francisco, CA and the work of InterAction's Commission on the Advancement of Women.

# Administering the Gender Audit Questionnaire

The *Gender Audit* assessment is conducted in two phases. Phase one, the Gender Audit questionnaire, staff complete a questionnaire based on the elements of the *Gender Equity Amendments*. Depending on the agency's size, all staff or a sample of the staff answer the *Gender Audit*'s 82 questions. Phase two, the Focus Group/Task Force sessions, take what is learned from the questionnaire to develop a gender action plan. The *Gender Audit* process, when conducted in a systematic and participatory manner, results in increased organizational understanding, ownership and readiness to act on an agency-wide gender equity initiative. The following section provides directions on how to conduct phase one of the *Gender Audit*.

## **PHASE I: THE GENDER AUDIT QUESTIONNAIRE**

The Gender Audit questionnaire is designed to solicit three types of information concerning the status of gender equity in development and humanitarian assistance organizations. The three categories of information are the following: (1) to what extent, (2) to what intensity, and (3) with what frequency?

### **TO WHAT EXTENT?**

Questions or statements designed to determine the extent of gender equity have the following response categories:

NOT AT ALL - there is no policy or system in place, little awareness by staff, no training available, and no expressed commitment by leadership.

TO A LIMITED EXTENT - there is a policy being developed or in place but not implemented, the system is somewhat effective, dialogue on values or norms has begun, minimal training provided, leadership supportive but not proactive.

TO A MODERATE EXTENT - there is a policy in place and usually implemented, the system is usually effective, values and norms commonly expressed, training available to some staff, and leadership is clearly supportive.

TO A GREAT EXTENT - policy is fully in place and reliably implemented, the system is usually effective, values and norms are widely shared, training is widely implemented, and leadership is strongly and visibly committed.

TO THE FULLEST EXTENT - a comprehensive policy is fully implemented and monitored, the system is very clear and effective, value and norms are widely shared and evident in actions, there are well-designed training programs regularly available for a large number of staff, and leadership champions the issue.

### **TO WHAT INTENSITY?**

Questions or statements designed to determine the intensity of gender equity have the following response categories:

STRONGLY AGREE - very clear and strong support for the statement.

AGREE - support for the statement.

NO OPINION - neither support or lack of support for the statement.

DISAGREE - lack of support for the statement.

STRONGLY DISAGREE - very clear and strong lack of support for the statement.

## WITH WHAT FREQUENCY?

Questions or statements designed to determine the frequency of gender equity have the following response categories:

ALWAYS - very consistent and regular practices, behaviors and implementation of policies.

FREQUENTLY - fairly reliable practices, behaviors and implementation of policies.

OCCASIONALLY - meaning irregular practices, behaviors and implementation of policies.

SELDOM - infrequent, inconsistent practices, behaviors and implementation of policies.

NEVER - no practice, behaviors or implementation of policies.

The two areas the questionnaire seeks information on the extent, intensity and frequency of gender equity are programs and organizational processes. The CAW considers these two areas central to the *Gender Audit* process as best practices from the InterAction community support the importance of institutionalizing the integration of gender equity in both member agency programming and organizational policies.<sup>3</sup> As indicated earlier, there are several dimensions of programming and organizational processes, which are distinguished in the Gender Audit questionnaire. On the programming side, five (5) dimensions are explored. Three of those dimensions cover the phases of the program process. Those dimensions are (1) program planning and design (2) program implementation and (3) monitoring and evaluation. The other two dimensions focus on (1) technical expertise and (2) partner organization relations. There are 3-7 questions in each subsection of the programming section of the questionnaire. Table I provides an explanation of the kind of information each subsection of the programming section seeks from questionnaire respondents.

On the organizational side, six (6) dimensions are explored. As in the programming section there are 3-6 questions in three of the subsections, (1) gender policy, (2) advocacy, marketing and communications, and (3) financial resources of the organizational portion of the questionnaire. The other three subsections, (1) staffing, (2) human resources, and (3) organizational culture accordingly have 8, 14, and 21 questions. The six dimensions on the organizational section of the questionnaire and the types of information sought from respondents are listed in Table II on the following page.

**Table I**

<b>Programming Dimensions</b>	<b>Types of Information Sought</b>
Program Planning and Design	The extent to which gender sensitive organizational procedures and methods are used to conceptualize and design development and humanitarian assistance projects in the field.
Program Implementation	The extent and intensity of gender responsive implementation of field projects.
Technical Expertise	The extent and frequency of technical gender expertise in the organization.
Monitoring and Evaluation	The extent and intensity with which gender disaggregated data and information is incorporated in the monitoring and evaluation of organizational projects and program outcomes.
Partner Organizations	The extent to which gender equity is integrated in an agency's partner or local NGO affiliate relations.

<sup>3</sup> Kari Hamerschlag, Annemarie Reerink, Suzanne Kindervatter (ed.), (1998), 2<sup>nd</sup>ed. *Best Practices for Gender Integration in Organizations and Programs from the InterAction Community*, InterAction, Washington, DC.

**Table II**

<b>Organizational Dimension</b>	<b>Types of Information Sought</b>
Gender Policy	The nature, quality, extent and intensity of support for the organizations gender policy.
Staffing	The extent of gender balance in organizational staffing patterns.
Human Resources	The level, extent and intensity of gender sensitive human resource policies, family friendly policies, and gender considerations in hiring and personnel reviews.
Advocacy, Marketing and Communications	The quality and extent of gender sensitivity in the organization's communications and advocacy campaigns.
Financial Resources	The level and extent of organizational resources budgeted to support gender equity efforts.
Organizational Culture	The extent and intensity of gender sensitivity in the organizational norms, structures, systems, processes and relations of power.

## List of Questions in Gender Audit Questionnaire

The *Gender Audit* formally begins when staff respond to the questions, thereby initiating a sketch of their knowledge and perceptions of the status of gender equity in their organization. The following is a list of the questions included in each subsection of the *Gender Audit* questionnaire. It is important to know exactly what questions are asked in the questionnaire to understand the meaning of the answers given in response.

### **Program Planning and Design**

1. Is the integration of gender equity in programs/projects mandated in your organization?
2. Are gender equity goals and objectives included in program/project design?
3. For each program/project, is there a needs assessment, including an analysis of gender roles and responsibilities in the targeted community?
4. Are best practices in gender integration in programming incorporated in subsequent program/project design?
5. Are gender questions or criterion included in your program/project proposal approval process?
6. Does your organization use participatory methods to incorporate the views and preferences of both male and female community members in project design?

### **Program Implementation**

1. Does the implementation plan for programs/projects include activities that strengthen skills and provide women/girls with equal access to services and training?
2. Does the implementation plan for programs/projects include activities that strengthen skills and provide men/boys with equal access to services and training?

### **Program Implementation (continued)**

3. Do your project implementation strategies and plans take into account existing gender roles and interests of both male and female participants?
4. Female beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.
5. Male beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.
6. My organization has developed the capacity to recognize and handle resistance to addressing gender issues in our programs/projects.
7. What are some of the obstacles to incorporating gender analysis in program/project planning, implementation and evaluation in your organization? Please check all that apply.
  - Organization Size
  - Level of staffing
  - Office culture/environment
  - National culture
  - Lack of financial resources for gender programming
  - Lack of staff training on gender
  - Lack of gender analysis tools
  - Lack of support from senior management
  - Low organizational priority for gender issues
  - Other

### **Technical Expertise**

1. Is there a person or division responsible for gender in your organization?
2. Is there assigned staff responsibility for gender integration in different departments?
3. Does your organization consistently draw upon a person or division within the organization who is responsible for gender programming?
4. Do staff have the necessary knowledge, skills and attitude to carry out their work with gender awareness?
5. Is there training of project and program staff in gender planning and analysis?
6. Program/project planning, monitoring, evaluation, and advisory teams in my organization consist of members who are gender-sensitive.
7. Program/project planning, monitoring, evaluation, and advisory teams in my organization include at least one person with specific expertise and skills in gender issues.

### **Monitoring and Evaluation**

1. Is gender disaggregated data collected for projects and programs?
2. Is the gender impact of projects and programs monitored and evaluated?
3. Does your organization have sector specific indicators that include a gender dimension?
4. Gender disaggregated data provides useful information for program/project evaluation and subsequent program/project design.
5. My organization's programs/projects contribute to the empowerment of women/girls and the changing of unequal gender relations.

6. My organization's programs/projects contribute to increased gender equity in the following areas:
- Material well being
  - Access to resources
  - Access to training
  - Participation in decision-making
  - Self-respect/legal status
  - Control over benefits
  - Control over resources
  - Participation in public sector
7. My organization's programs/projects collect gender disaggregated data in the following areas:
- Material well being
  - Access to resources
  - Access to training
  - Participation in decision-making
  - Self-respect/legal status
  - Control over benefits
  - Control over resources
  - Participation in public sector
  - Beneficiaries view of the project's benefit to their lives

### **Partner Organizations**

1. Is commitment to gender equity a criteria in your organization's selection of partner or local NGO affiliates?
2. Is a gender policy included in the written agreements outlining your organization's relationship with partner or local NGO affiliates?
3. Does your organization provide training and tools on gender planning, analysis and evaluation to partner or local NGO affiliate staff?

### **Gender Policy**

1. Does your organization have a written gender policy that affirms a commitment to gender equity?
2. Does your organization's gender policy have an operational plan that includes clear allocation of responsibilities and time for monitoring and evaluation?
3. Is gender taken into account during strategic planning for organizational activities?
4. Everyone in my organization feels ownership over the gender policy.
5. Management takes responsibility for the development and implementation of the gender policy.

### **Staffing**

1. At headquarters, has there been an increase in the representation of women in senior management positions in the past few years?
2. At headquarters, has there been an increase in the representation of men in senior management positions in the past few years?
3. In the field, has there been an increase in the representation of women in senior management positions in the past few years?
4. In the field, has there been an increase in the representation of men in senior management positions in the past few years?

**Staffing (continued)**

5. Has there been an increase in the representation of women on your organization's board in the past few years?
6. Are there proactive strategies implemented to recruit or promote women into senior management positions?
7. Are there proactive strategies implemented to recruit or promote men into senior management positions?
8. Does management show respect for diversity in work and management styles in your organization?

**Human Resources**

1. Is there a written equal opportunity policy?
2. Are there flexible work arrangements in your organization?
3. Is staff encouraged to take advantage of flexible work arrangements?
4. Is there a maternity and paternity leave policy?
5. Is staff encouraged to take advantage of maternity and paternity leave?
6. Is there a child care and dependent care leave policy?
7. Is gender awareness included in all job descriptions?
8. Is gender awareness included in job performance criteria?
9. Is there training of staff in gender awareness and sensitization?
10. Is there training of senior management and members of boards in institutionalizing the integration of gender equality into the management of the organization?
11. My organization promotes teamwork, involving both men and women as equal partners.
12. Management is committed to promoting female representation at senior levels of my organization, including the Board.
13. There has been a gradual increase of gender expertise among staff members in my organization.
14. Good performance in the field of gender equality is rewarded in my organization.

**Advocacy, Marketing and Communications**

1. Are advocacy campaigns and initiatives planned and informed by a gender equality perspective?
2. Are public relations campaigns and initiatives planned and informed by a gender equality perspective?
3. Are your advocacy policies and plans influenced and advised by women's organizations, networks and gender experts?
4. Are your public relations policies and plans influenced and advised by women's organizations, networks and gender experts?
5. Is gender equity incorporated in your organization's communications, fund-raising and media strategies?
6. Is a gender perspective reflected in your publications, for example books, brochures, newsletter?

**Financial Resources**

1. Has your organization budgeted adequate financial resources to support its gender integration work?
2. Are financial resources allocated for the operationalization of the gender policy at all levels?
3. Is staff training in gender equality issues and gender analysis systematically budgeted for in your organization?

**Organizational Culture**

1. Does your organization encourage gender sensitive behavior, for example in terms of language used, jokes and comments made?

2. Does your organization reinforce gender sensitive behavior and procedures to prevent and address sexual harassment?
3. Is staff in your organization committed to the implementation of a gender policy?
4. Are gender issues taken seriously and discussed openly by men and women in your organization?
5. Is gender stereotyping (e.g. “those gender blind men” or “those feminists”) addressed and countered by individual staff members in your organization?
6. There is a gap between how men and women in my organization view gender issues.
7. The staff in my organization are enthusiastic about the gender work they do.
8. Staff in my organization think that gender equity fits into the image of our organization.
9. Women in my organization think that the organization is woman friendly.
10. Men in my organization think that the organization is woman friendly.
11. My organization has a reputation of integrity and competence on gender issues amongst leaders in the field of gender and development.
12. My organization could do much more than it is currently doing to institutionalize gender equity.
13. The organizational culture of my organization places a higher value on the ways males tend to work and less value on the ways females tend to work.
14. Meetings in my organization tend to be dominated by male staff.
15. The working environment in my organization has improved for women over the past two years.
16. It is unfair to promote women/girls more than men/boys in my organization’s field programs/projects.
17. It is unfair to promote men/boys more than women/girls in my organization’s field programs/projects.
18. In my organization, males have a much easier time establishing personal and professional networks within the organization than do females.
19. In your organization, what are three characteristics of an ideal worker?
20. What do you think your organization should do to mainstream gender equity?
21. Please describe any successes or challenges you have experienced in integrating gender in programming or other aspects of work in your organization.

### **Demographics**

1. Are you male or female?
2. What is your position in your organization?
3. Where is your base of work located?
4. What is your age?

## Sampling Strategies

The information from the *Gender Audit* questionnaire should come from the responses of staff selected as a representative sample of the organization undergoing the audit. Depending on the size of the organization, the CAW recommends the following sampling strategies. For small to medium organizations or a small country office (less than 100 staff), all staff should complete the questionnaire. For medium to large organizations, a representative sample of at least 25-30% inclusive of a proportional number of respondents from each unit or department including overseas offices should be taken. Organizations with a large number of non-program staff may wish to administer the program section of the questionnaire exclusively to program staff if there are clear indications that non-program

support staff are completely unfamiliar with the organization's overseas programs. In this case, non-program staff will only fill out the organization section.

## Data Collection

The CAW has found that the response rate for the Gender Audit questionnaire increases not only when a detailed communications strategy is in place, but also when issues of confidentiality are part of the design of the administration of the questionnaire. Consequently, the CAW recommends that the questionnaire be delivered to staff via interdepartmental mail with a return stamped envelope.

The CAW has also experimented with the administration of the questionnaire via e-mail. For this option to work effectively given current technology it should have a neutral recipient to meet confidentiality requirements. It also requires either download capability or an on-screen facility able to provide adequate screen formatting of the questionnaire. In short, e-mail administration of staff responses to the questionnaire requires additional technical support, training and instructions.

## Analyzing the Results

Once you have collected staff responses to the questionnaire, you can begin the analysis of the data. The data can be tallied by hand, calculator or through a statistical analysis software package like SPSS.<sup>1</sup> The CAW recommends that you conduct the following three types of analysis on the data you collect from the questionnaire:

1. Univariate Analysis
2. Composite Measure Analysis
3. Bivariate Analysis

### Univariate Analysis

Univariate analysis focuses on the responses of a single question at a time. It helps us to describe the range and the average answer respondents provide for to each question. For example, when we calculate descriptive statistics for responses to the question "*Program/project planning, monitoring, evaluation and advisory teams in my organization consist of members who are gender-sensitive and include at least one person with specific expertise and skills on gender issues,*" we may find an average response of "occasionally," with 6% saying "always," 23% reporting "frequently," 30% saying "occasionally," 26% reporting "seldom," and 15% saying "never."

Arriving at these percentages is rather straightforward. You basically tally the number of respondents providing the same response category for each question. In other words, you count the number of respondents who, strongly agree, agree, etc. for each question. The totals for each response category can then be translated into percentages by dividing that number by the total number of respondents. Hence if there were 100 staff that filled out the questionnaire and 20 of them strongly agreed with the first question, it would translate to 20%. It is important to translate the number of responses into percentages since they facilitate comparisons across questions. It is also useful to identify the average answer for each question. Since the *Gender Audit* questionnaire response categories

---

<sup>1</sup> Information on SPSS, Statistical Packages for the Social Sciences, may be found on the worldwide web at <<http://www.spss.com>>.

are ordinal, the response category with the most responses represents the average answer.

### Composite Analysis

On the other hand, the composite measure analysis is an index made up of the answers respondents provide on multiple questions that represent various indicators of a single concept, like technical capacity or one of the organization dimensions like human resources. When we calculate a composite measure statistic for technical capacity we may find that respondents on average rate the level of gender integration in the organization’s technical capacity as 1.8 on a scale of 1-5 with one being low and five being high.

Creating composite measures or indexes is a three-part process. First, you must identify the questions that make up the concept or dimension you wish to measure. The CAW recommends that you create composite measures for the five (5) programming dimensions and the six (6) organizational dimensions. Second you sum the scores for each respondent’s answer to the questions for the selected dimension. Be sure to exclude “don’t know” responses. Third, you divide the sum by the number of questions for the selected dimension. The result is a composite measure for each respondent. Once you have calculated the composite score for each respondent, you can proceed to calculating the average composite score for the entire sample. The CAW also recommends that you create composite scores for the four (4) concepts in the Gender Integration Framework presented above. The questions the CAW recommends for inclusion in the composite scores for the four concepts are presented in the Table III. Please refer to the *Gender Audit* codebook in Appendix II for a key to identify the questions the variable names in Table III refer to.

**Table III**

<b>Gender Integration Framework Concepts</b>	<b>Questions to Include in Composite Measure/Index</b>
Political Will	Mandate, goals, criteria, policy, plan, strategy, own, manage, senior1, field1, board, recruit1, diverse, budget 1-3
Technical Capacity	All the questions in the technical expertise sub-section of the questionnaire
Accountability	Data, impact, sector, design, power, job 1-2
Organizational Culture	All the questions in the organizational culture sub-section of the questionnaire

### Bivariate Analysis

Bivariate analysis opens the possibility to explore cause and effect by focusing on two variables at a time. Of particular interest in a bivariate analysis are the differences in female and male staff responses to the *Gender Audit* questions. We may find for example that more men either agree or strongly agree that at their organization more value is placed on the way men work and less on the way women work. Because the response categories for the questions are ordinal, the CAW recommends that you crosstabulate the answers to the questions in the program and organization sections with the answers to the questions in the demographic section of the questionnaire. This analysis allows you to highlight patterns that emerge which answer the question does knowing a respondent’s sex, position, age or region of work help to better predict their responses to the questions in the program and organization sections. If you are using a statistical software package, measures of association (Cramer’s V and/or the Contingency Coefficient) should be calculated and you should conduct the chi-square test of statistical significance. The measures

of association indicate the extent and strength of the relationship between the demographic factors and the responses to the programming and organization questions. The test of statistical significance lets you know to what extent the results you found in the crosstabulations could have occurred simply by chance or are systematic (meaning the differences in the answers are related to the differences in the demographic factors like whether one is male or female, in the field or at headquarters, etc.).

The CAW also recommends that you calculate the correlation (Spearman's Rho) for the composite measures, particularly the four (4) concepts in the Gender Integration Framework in Figure I. The correlation analysis helps you to identify the strength of the relationship between political will, organizational culture, technical capacity and accountability.

Narrative responses should be reviewed to get a sense of respondents' range of answers. For the question on the characteristics of a good worker the top responses should be tallied and presented. For the question on recommended actions, top responses should be tallied and presented. Responses to this question should also be grouped into the four concepts of the CAW's Gender Integration Framework and presented. Finally, a sampling of frequent and interesting answers to the question on successes and failures should also be presented.

## Presenting the Gender Audit Questionnaire Results

Once you have completed the analysis of the questionnaire results, you should prepare to present the results back to the staff of your organization. It is important for an organization to be aware that the *Gender Audit* questionnaire provides data for analysis and that the action plan develops out of this analysis. The *Gender Audit* is not designed to present an expert plan for an organization to adopt. It is designed to have the action plan emerge from the participatory deliberations of the agency's staff. Consequently, it is important to critically review, summarize and display the audit results in a user-friendly manner. The CAW has found bar and pie charts to be indispensable for the display of univariate analysis results. Tables have been most useful in the presentation of bivariate analysis results.

Since the *Gender Audit* questionnaire results are to be used in subsequent action planning sessions, the CAW also recommends the use of a newsletter format for presentation of the most salient questionnaire results and as an initial review document for the action planning sessions. Figure II is an example of a *Gender Audit* newsletter. The newsletter includes the following set of information the CAW recommends for inclusion:

- ❑ The number of staff responding to the *Gender Audit Questionnaire*
- ❑ The percent of staff respondents in different positions in the organization
- ❑ The percent of organizational regions represented by staff
- ❑ The percent of male and female staff responding to the questionnaire
- ❑ The organization's average composite score for the four (4) components of the CAW's Gender Integration Framework
- ❑ The organization's composite score for the five (5) program dimensions and the six (6) organizational dimensions
- ❑ Salient differences in male and female responses to questions in the programming and organization sections of the questionnaire
- ❑ Regional differences in the composite score for the four (4) components of the CAW's Gender Integration Framework

# THE COMPASSION FUND GENDER AUDIT QUESTIONNAIRE RESULTS

SEPTEMBER 2002

## 185 Compassion Fund National and Field Level Staff Complete Gender Audit

One hundred and eighty-five staff from the national and field offices participated in The Compassion Fund's Gender Audit questionnaire in August 2002. Of the 185 respondents, 62% were male staff. Twenty-two percent of the respondents were between the ages of 20-29, with 26% ranging in ages 30-39; 37% were between the ages of 40-49; 15% were over the age of 50. Employees from a wide range of staff positions filled out the gender audit questionnaire. Eighty percent of the responses came from staff at the field level and 20% were based at the national office. Respondents represented a variety of positions.

POSITION	
Officers	46%
Support Staff	20%
Management	12%
Assistant Staff	11%
Associate Staff	3%
Associate Directors	3%
Coordinators	3%
Directors	2%

## Fertile Ground for Gender Integration at The Compassion Fund

The results of the Gender Audit indicate that staff find a welcoming environment for gender integration at The Compassion Fund. The Compassion Fund fell in the medium range on four of the Commission on the Advancement of Women's *Gender Integration Framework* components (Tree Diagram on page 2). The framework is a tool used by the Commission to measure staff perceptions of their organizations' level of gender integration. The Commission's experience with InterAction members suggests that organizations exhibiting the requisite level of *political will* accompanied by a positive *organizational culture*, *organizational accountability* and *technical expertise*, integrate gender quite successfully in their programs, management, and human resources procedures.

On a scale of 1-5, with "1" indicating a low level on the gender integration components and "5" indicating high, The Compassion Fund scored a 3.80 on political will, 3.50 on technical capacity, 3.43 on organizational culture, and a 3.34 on accountability. These scores, falling in the medium range, suggest an organizational openness at The Compassion Fund.

continued on page 2

### INSIDE THIS ISSUE

- 1 *185 Compassion Fund National and Field Staff Complete Gender Audit*
- 1 *Fertile Ground for Gender Integration at The Compassion Fund*
- 2 *How the Gender Integration Process Works*
- 3 *Staff Ratings of Compassion Fund Levels of Gender Integration*
- 3 *Staff Identified Obstacles to Gender Integration at The Compassion Fund*
- 3 *Notable Comparisons Between Female and Male Responses*
- 3 *Successes of Integrating Gender at The Compassion Fund*
- 4 *Action Recommendations*
- 4 *Challenges of Integrating Gender at The Compassion Fund*

### COMMISSION ON THE ADVANCEMENT OF WOMEN

Suzanne Kindervatter

Director

Patricia T. Morris

Deputy Director

Julie Montgomery

Senior Communications Associate

Nitara Nivatvongs

Program Associate

## InterAction

1717 Massachusetts Ave, NW, Suite 701  
Washington, DC 20036  
Tel 202.667.8227 Fax 202.667.8236

*The Commission's experience with InterAction members suggest that organizations exhibiting the requisite level of political will accompanied by a positive organizational culture, organizational accountability and technical expertise, integrate gender quite successfully . . .*

for gender integration efforts. However, staff overwhelmingly feel there is a need for greater technical expertise.

Almost half of the (44%) recommended actions were to improve the technical capacity of the organization, the component with the second highest score. Staff recommended The Compassion Fund develop staff skills in gender analysis and integration into their projects and programs through training. Staff equally recommended focusing on improving the political will (18%) and organizational culture (18%). Some recommendations on improving the political will within the organization were developing a formal written gender policy, allocating financial and human resources for gender integration, and increasing the number of women in leadership positions. Recommendations related to the organizational culture component included: promotion of gender-sensitivity; awarding gender-sensitive staff; involving

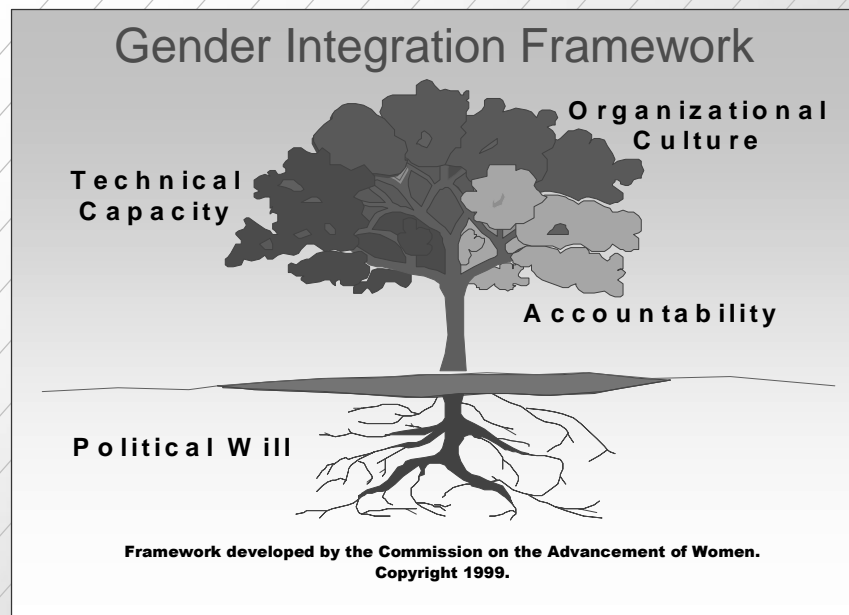
more men in gender discussions; and increasing communication on gender policies. Fifteen percent of the recommendations related to accountability, the component with the lowest index score. Some recommended actions were to implementing a gender policy, collect data on gender issues, and integrate gender at all levels of the organization.

#### HOW THE GENDER INTEGRATION PROCESS WORKS:

Integrating gender in an organization's programs and organizational structure is an organic process, which is akin to a living tree. The tree (opposite) symbolizes the gender integration process. At the core or base of the process is *political will*, represented by the roots of the tree. An organization

with strong political will, like a tree with strong roots, is able to bear much fruit, in this case the fruits of gender integration - *technical capacity*, *accountability* and a positive *organizational culture*.

Strong political will, exhibited in a commitment of staff time and organizational resources, facilitates a process for building organizational technical capacity and ownership to attain gender sensitive programming, organizational structures and procedures. Organizational structures and procedures promote effective institutional accountability. Strides in the areas of political will, technical capacity and institutional accountability are sustained by a positive political culture whose institutional goal is the participation of and benefits to women and men in development and humanitarian assistance programs while promoting women's leadership and equality in programs and organizational structures.



**Gender Integration**  
Integrating gender in an organization's activities and structures has both an external and internal dimension. Externally, gender integration fosters the participation of and benefits to women and men in an organization's initiatives and programs. Internally, gender integration promotes women's leadership and equality in an organization's own policies and structures.

# Staff Ratings of the Compassion Fund Levels of Gender Integration

The following table includes the average of staff’s assessment of The Compassion Fund’s level of gender integration in the 11 areas covered in the gender audit on a scale of 1 to 5. Don’t know/no answer responses are not factored into the 11 gender integration scores.

GENDER INTEGRATION AREA	SCORE
<b>PROGRAMMING SCORES</b>	
Program Implementation	4.00
Technical Expertise	3.57
Program Planning & Design	3.50
Monitoring and Evaluation	2.36
Partner Organizations	1.75
<b>ORGANIZATIONAL SCORES</b>	
Gender Policy	3.80
Financial Resources	3.66
Staffing	3.62
Organizational Culture	3.44
Human Resources	3.42
Advocacy, Marketing & Communications	3.33

SCALE: 1 (LOW) - 5 (HIGH)

### STAFF IDENTIFIED OBSTACLES TO GENDER INTEGRATION AT THE COMPASSION FUND

<input type="checkbox"/> Lack of staff training on gender	56%
<input type="checkbox"/> Lack of gender analysis tools	42%
<input type="checkbox"/> Level of staffing	42%
<input type="checkbox"/> National cultures	34%
<input type="checkbox"/> Lack of financial resources for gender	24%
<input type="checkbox"/> Organization size	24%
<input type="checkbox"/> Office culture/environment	22%
<input type="checkbox"/> Low organizational priority for gender	18%
<input type="checkbox"/> Lack of support from senior mgmt	10%

## NOTABLE COMPARISONS BETWEEN FEMALE AND MALE RESPONSES

*Of the 185 respondents, 70 were women and 130 were men.*

- ✓ One-third (29%) of the women felt that there is assigned staff responsibility for gender integration in different departments to a limited extent or not at all, whereas almost half (43%) of the men felt this was the case.
- ✓ More women (24%) than men (8%) felt that staff members in the national office had not received any training in gender planning and analysis.
- ✓ More men (89%) than women (78%) agreed that the national office’s programs/projects collect gender disaggregated data in participation in decision-making.
- ✓ More men (82%) than women (71%) felt that office culture/environment is an obstacle to incorporating gender analysis in program/project planning, implementation, and evaluation in the national office.
- ✓ More than half (57%) of the women felt to a great or fullest extent that the national office has had an increase in representation of men in senior management positions in the past few years, whereas less than half (44%) of the men felt this to be the case.
- ✓ Half (49%) of the men felt to a great extent that there are proactive strategies implemented to recruit or promote women into senior management positions; fewer (40%) women felt this to a great extent.
- ✓ Sixteen percent of the men felt that there was no written equal opportunity policy, whereas only 4% of the women felt that there was no policy.
- ✓ Almost half (48%) of the women felt to a moderate extent that The Compassion Fund’s advocacy policies and plans are influenced and advised by women’s organizations, networks, and gender experts, whereas only 28% of the men felt this to a moderate extent.
- ✓ More men (42%) than women (21%) felt that The Compassion Fund’s public relations policies and plans are influenced and advised by women’s organizations, networks, and gender experts.
- ✓ More men (42%) than women (21%) felt to a great or fullest extent that The Compassion Fund’s public relations policies and plans are influenced and advised by women’s organizations, networks, and gender experts.
- ✓ More than half of the men (62%) felt to a great or fullest extent that the staff in the national office was committed to the implementation of a gender policy, whereas less than half (46%) of the women felt this to a great or fullest extent.

# ACTION RECOMMENDATIONS

## WRITTEN IN BY STAFF

*NOTE: These are clustered according to the dimensions of the CAW's Gender Integration Framework. Percentages indicate the proportion of total recommendations for each dimension. Duplicate recommendations have been tallied in the percentage, but deleted from the listing.*

### THE COMPASSION FUND INDEX SCORES

*The following indexes are based on the set of questions that comprise each of the four areas of the CAW's Gender Integration Framework. Scores range from 1 (low) to 5 (high).*

<b>political will</b>	<b>3.80</b>
<b>technical capacity</b>	<b>3.50</b>
<b>organizational culture</b>	<b>3.43</b>
<b>accountability</b>	<b>3.34</b>

### technical capacity (44%)

- ❑ Assess the culture before implementing gender programs
- ❑ Build the capacities of staff on gender issues and integration
- ❑ Build the gender sensitivity skills of all staff
- ❑ Consider gender aspect of the work and address them
- ❑ Continue recruiting or training qualified women to enable them to take up leadership positions
- ❑ Educate both male and female staff on gender issues
- ❑ Facilitate the GAD team to embark on exchange program
- ❑ Frequent advocacy and training of staff in gender issues
- ❑ Gender team to run exchange program in other countries
- ❑ Increase the number of staff on gender and development
- ❑ Integrate gender in all programs
- ❑ Local TV/Radio programs on gender education
- ❑ Organize more workshops on gender issues more frequently
- ❑ Promote and encourage staff to attend seminars on gender
- ❑ Provide enough resources to train staff to handle gender issues and carry out gender program
- ❑ Raise resources to train staff on regular basis

### technical capacity continued

- ❑ Should train more people at the field level to go into evangelism in our communities
- ❑ Support training and awareness on gender issues at the field and community level
- ❑ The office should give adequate education on gender issues right to the zonal level
- ❑ Gender education should be done in a non-threatening way to men
- ❑ Ensure that the communities practice gender roles by education
- ❑ Train women managers adequately before giving responsibility, give them close supervision
- ❑ Train all staff on gender issues, planning, implementation, monitoring and evaluation
- ❑ Increase women in senior management positions
- ❑ Training and tools on gender planning, gender policy must be made known to every staff

### political will (18%)

- ❑ A progressive plan to fill key positions with women
- ❑ Adequate material and funds for gender issues
- ❑ Allocating financial resources for gender integration
- ❑ Budget for gender issues and senior management to be gender friendly
- ❑ Develop and establish a clear, written gender policy
- ❑ Employ equal numbers of men and women
- ❑ Gender policy needs to be contextualized
- ❑ Gender should be considered strongly on the board
- ❑ Give equal management positions to both men and women
- ❑ Interpretation of gender policy at the field level is paramount
- ❑ Make funds available for gender programs
- ❑ Making gender a priority in the organization
- ❑ Management to show sensitivity to both sexes
- ❑ More education on gender policy
- ❑ More publicity and resources committed to gender programs
- ❑ Encourage and recruit more women in leadership roles

### political will continued

- ❑ Be proactive in gender representation in the programming
- ❑ Provide funds to educate community on gender issues
- ❑ Provide resources for staff responsible for gender programs
- ❑ Raise resources to train staff on regular basis
- ❑ The national office should address the concerns of female field staff
- ❑ The national office should be serious in gender participation in all aspect of work

### organizational culture (18%)

- ❑ Award gender sensitive staff
- ❑ Awareness of creating the need of gender in a way that no one feels sidelined
- ❑ Constantly talk about it, constantly work on it
- ❑ Create awareness among staff, let staff realize the useful effects of gender disaggregated data, program planning, and implementation
- ❑ Educate and involve all staff in the process to enable them to understand and lend their full support
- ❑ Encourage gender sensitization and analysis programs
- ❑ Give explicit explanation of gender and gender equity to staff to enable an equal understanding of issues
- ❑ Interpretation of gender policy at the field level is paramount
- ❑ Men should be involved more in gender discussions
- ❑ Orientation and workshops should be organized for staff
- ❑ Periodic social gatherings together with spouses
- ❑ Plan to associate all staff and know their views, membership meeting to discuss about issue, knowing challenges of every dept.
- ❑ Provide education on the benefits of gender integration for all staff
- ❑ Sensitize all stakeholder on gender and development
- ❑ Sensitize staff on gender issues
- ❑ Should allow men and women in the participation of organizational initiatives
- ❑ Should be balanced in gender approaches
- ❑ Should encourage all staff to be part of gender issues

### organizational culture continued

- ❑ Staff education on gender policy
- ❑ Support training and awareness on gender issues at field and community level
- ❑ The national office should be serious in gender participation in all aspects of work
- ❑ More communication on gender policies
- ❑ Work closely with partners to address issues of gender

### accountability (15%)

- ❑ Adhere to a gender policy
- ❑ Be gender balanced
- ❑ Collect data on gender issues
- ❑ Critical screening of staff before employed
- ❑ Empower women to perform
- ❑ Enforcing and effectively supervising gender issues
- ❑ Ensure implementation of gender in all programs
- ❑ Ensure opportunities given to all staff
- ❑ Equal opportunity for both sexes
- ❑ Identifying focal persons in the sectors
- ❑ Implement a gender policy
- ❑ Implementation of the lay down policies on gender
- ❑ Integrate gender at all levels
- ❑ Make available to all staff gender related policies
- ❑ Place high value on one's performance
- ❑ Recognition of both sexes for a good job well done without special favor
- ❑ Take statistics on male/female ratio in staffing and promotion
- ❑ The national office should be particular about gender roles so that job description and assignments are given to all staff
- ❑ There should be a balance between men and women at field level as the national offices
- ❑ There should be enough sensitization in both implementation of project and evaluation to ensure gender equity
- ❑ To be transparent, be very fair in decision making and have respect for both sexes
- ❑ To ensure that the communities practice gender roles by education
- ❑ To promote women more than men in field
- ❑ Training scheme should be planned to absorb both sexes
- ❑ Work closely with partners to address issues of gender

## other (5%)

- ❑ Assessment of strength and health of female staff before position
- ❑ Be more sensitive to the nature of work on hand and fit the right persons into it
- ❑ Gender integration does not mean men should be replaced by women, snatching men's positions and giving to women causes confusion
- ❑ Gender integration is already being implemented at The Compassion Fund
- ❑ Issues about gender should become very easier to come by more than it is
- ❑ Should do more that it is currently doing
- ❑ Should not over emphasize the issue of women/ girls at the expense of males especially in the communities
- ❑ The female staff are becoming more than the male staff especially the managers
- ❑ To pray for God's direction
- ❑ Women should not surpass any man

## successes

### IN INTEGRATING GENDER EQUITY AT THE COMPASSION FUND

- >> Women are equal in terms of job positions
- >> More women in field have access to loans
- >> More women are aware of their rights
- >> Family acceptance of programs for gender balance issues, including women in cluster level, decision-making
- >> The Compassion Fund has promoted leadership and equality
- >> Women and men work together in a harmonious and friendly way
- >> Women counterparts are economically empowered to support family livelihood
- >> The programs now give the same number of beehives to both sexes - this has ensured a good relationship
- >> In the past, people disagreed to gender equity, but because of sensitization, it is now accepted
- >> More female staff in managerial positions
- >> More women are empowered to manage their business in the districts
- >> Successful in distributing GIK clothing
- >> In programming, community meetings now comprise of both men and women, family members now place value on female education
- >> Women now show interest in social activities that affect them
- >> More men realize the benefit of gender equity

## challenges

### IN INTEGRATING GENDER EQUITY AT THE COMPASSION FUND

- >> Cultural challenges
- >> Trying to let women participate in programs is difficult because of the culture
- >> Work is sometimes too tedious for female staff
- >> Hostile resistance from a community for gender equity
- >> Religious status, illiteracy
- >> We need to educate our office on gender, otherwise it will create confusion in our offices and area of operations
- >> Breaking the custom of women not being part of decision-making
- >> Gender equity in staff is a good idea -- women in management positions are authoritarian and impatient
- >> Not enough personnel to support the gender program
- >> It is not always easy for female staff to work alone because of bad roads
- >> Men look down on women and don't take their suggestions seriously
- >> Tribal indifference and ethnic factions in gender integration in our programs
- >> Women feel intimidated to contribute to discussions
- >> Men and women fail to mingle during community meetings; women prefer to separate themselves from men
- >> Women tend to have a lot of excuses (e.g. pregnancy, maternity), thereby affecting planned activities
- >> Male members of the communities see gender integration as a threat (however, many realize the benefits later)
- >> Women do not contribute to decision-making in the presence of men because of sociocultural reasons
- >> When only women are called to a meeting, the men complain of being left behind
- >> There should be paternity leave
- >> Lack of education on gender issues
- >> Formation of gender groups usually cause problems; men do not want to be in groups with women
- >> Many women employed, but few in higher positions
- >> Initially accepting a female project officer in the community was a challenge
- >> To convince the Dist. Assembly that gender was a Compassion Fund policy
- >> Some men disagree with women being leaders
- >> Workplace culture infringes on the rights of women and girls
- >> Too much emphasis on female issues

# Using the Gender Audit Questionnaire Results in Action Planning

The results of the *Gender Audit Questionnaire* and the *Gender Audit* newsletter constitute the baseline information for collective organizational discussion and action planning. The CAW recommends that this process be a participatory one either through focus group discussions or through the deliberations of a representative Gender Task Force. The discussion and action planning sessions should include the following two steps:

1. A review of the *Gender Audit Questionnaire* results, which can be facilitated with the newsletter. This review helps staff in the focus groups or on the Gender Task Force to examine the reflection the questionnaire results paints of the status of gender equity in the organizations programs and organizational processes.
2. A discussion of action steps to address identified weaknesses and enhanced strengths. This step can be facilitated by a presentation of the action-recommendations staff proposed in the questionnaire. These action recommendations are most useful when they are placed in the four (4) categories of the CAW's Gender Integration Framework. The following are examples of action recommendations under the four categories:

## **Political Will**

- Develop clear gender policy and have courage to implement it at all levels
- Allocate funds to train staff
- Hire more women for field positions
- Present and popularize gender equality
- Include gender equality goals and objectives in projects

## **Technical Capacity**

- Strengthen staff analytical and program skills in gender analysis
- Increase awareness and provide tools for staff and partner organizations
- Create regional gender training teams
- Involve men

## **Organizational Culture**

- Make gender equality an organizational norm
- Integrate gender equality in everyday procedures
- Use informal and formal techniques to promote gender equality
- Continue to discuss issues of gender equality with impartiality
- Ensure that human resource policies are flexible for women and men and family friendly

## **Accountability**

- Make gender a performance criteria for project staff
- Require gender sensitive program/project planning and design
- Include gender awareness as a core staff competency
- Recognize and reward good work on gender equality
- Require collection of gender disaggregated data

# Summary

Working for the realization of gender equity in the work of development and humanitarian assistance organizations requires advocacy and interventions both in the field and at headquarters. The CAW's *Gender Audit* process is one tool to help organizations assess where they are and what they need to do to increase gender equity in their programming portfolio and internal organizational processes. The *Gender Audit* enables organizations to not only get the information they need for action planning, but to also build organizational commitment to move ahead with all parties on board. The CAW cannot overemphasize the importance of the *Gender Audit* as a participatory process, nor can it over emphasize the need for internal mechanisms of information sharing to facilitate the flow of ideas and plans. As InterAction member agencies and other organizations strive to promote equitable and sustainable development and humanitarian assistance, and as they strive to comply with InterAction's *Gender Equity Amendments*, the *Gender Audit* process provides a handy tool.

## REFERENCES<sup>1</sup>

Australian Council for Overseas Aid, (1993), *Women in Development and Affirmative Action Audit*, ACFOA, Deakin, Australia.

Ellen Springer (1996), *Tool for Organizational Gender Diagnosis*, NOVIB, The Netherlands.

PLAN International, (19XX), *Guidelines for Integrating the Gender Equity Principle into PLAN's Domains*, Warwick, Rhode Island.

Beryl Levinger and Evan Bloom (1997), *Discussion Oriented Organizational Self-Assessment*, <http://www.edc.org/INT/CapDev/dosintr.htm>.

Oxfam International, (1997), *Oxfam International Gender and Diversity Mapping Tool*.

BRAC, (1997), "Staff Attitudinal Survey," *BRAC Technical Manual: An Action-learning Approach to Gender and Organizational Change*, BRAC, Danka: Bangladesh.

Mandy Macdonald, Ellen Springer and Irene Dubel, (1997), "Guidelines for a Gender Assessment of an Organization," *Gender and Organizational Change: Bridging the Gap Between Policy and Practice*, Royal Tropical Institute, The Netherlands.

Commission on the Advancement of Women, (1995) *Gender Survey*, InterAction, Washington, DC.

---

<sup>1</sup> The listed sources were consulted in the development and design of the CAW's *Gender Audit Questionnaire*. A number of the issues and questions in these documents were adapted and modified for the questionnaire.

**This document was made possible through support provided by the Women in Development Office, Global Bureau, U.S. Agency for International Development, under the terms of Grant No. LAG.A.00.97.00.014.00.**