



Session 8

Gender Audit: Policy and Practice

DR. NUPUR TIWARI
ASSOCIATE PROFESSOR

**Indian Institute of Public Administration,
IIPA Delhi**

Gender Audit Definition

- A gender audit is a tool to assess and check the institutionalisation of gender equality into organisations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets
- Gender audits analyze the income and expenditures of the government from a gender perspective.

The basic assumption of gender audits is that public policy impacts differently on men and women.

A gender audit : A tool

- ▶ Quality audit- “Social Audit” as distinct from traditional financial types of audits.
 - ▶ A tool and a process based on a participatory methodology to promote organizational learning through self assessment:
 1. At the individual,
 2. Work unit
 3. Organizational levels
- On how to practically and effectively mainstream gender.

- 
- ▶ Gender audit(tool)---gender mainstreaming (strategy)-----gender equality (goal)
 - ▶ It recommends ways of addressing gender gaps
 - ▶ Suggest possible improvements and innovations
 - ▶ Documents good practices toward achievement of gender equality
 - ▶ Identify strengths and weakness in promoting gender equality issues.

Gender Audit guidelines

Tools and techniques

- Use of Existing Data, Schematic Guidelines
- Documentation Review
- Field Visits
- Field Surveys
- FGD/Interviews
- Key Informant Interview
- Staff Questionnaire
- Gender Audit Score Card (suggestive)

Methodology for Gender Audit

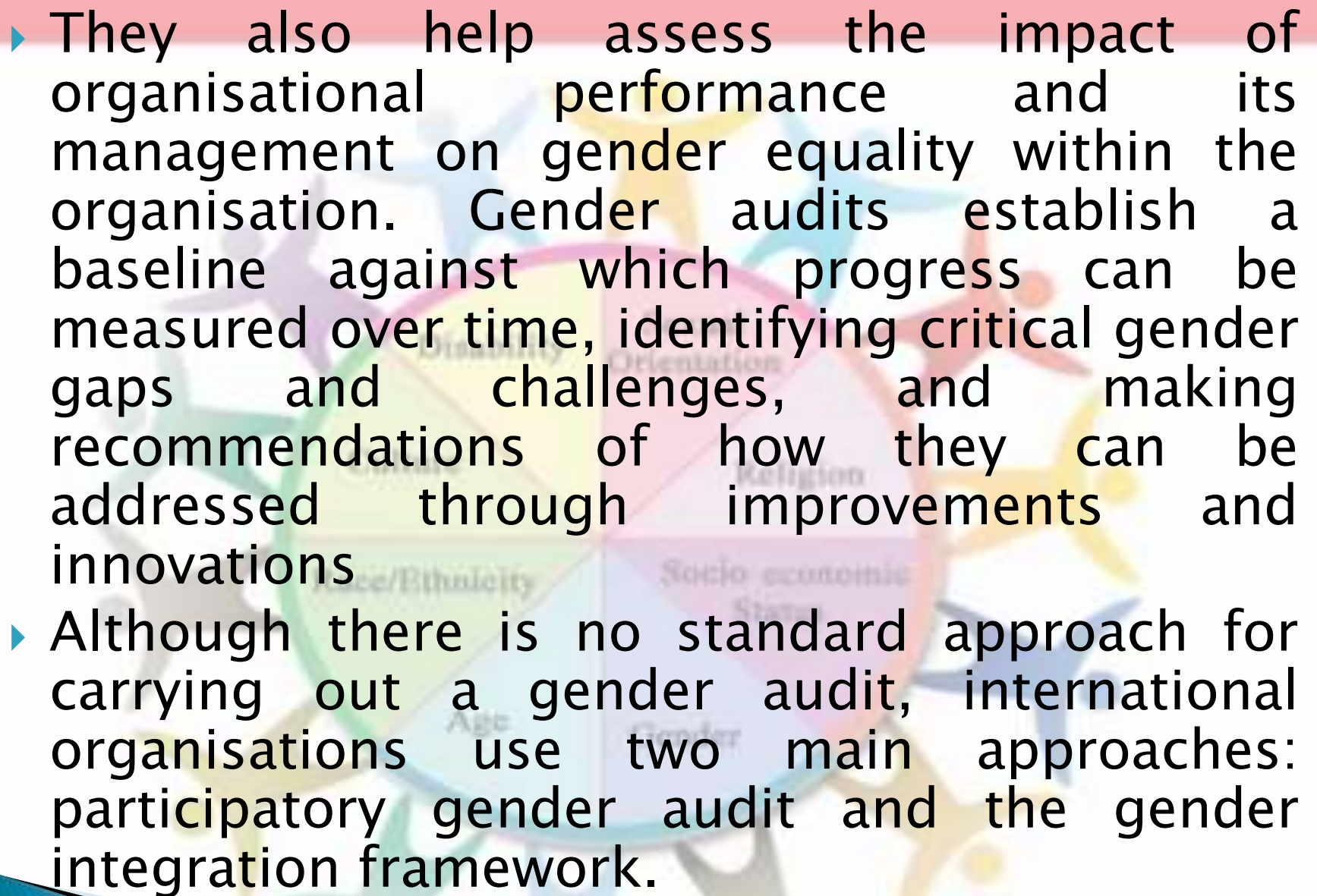
- Setting up the Gender Audit team
- Convene a Brainstorming meeting – freeze the audit objectives and identify audit criteria
- Developing Audit Criteria into a Checklist
- Developing Audit Matrix

S. No.	Audit Criteria/ Objectives	Questions/ Sub-Questions	Objectively Verifiable Indicator	Means of Verification (Source of Evidence/ Data Collection method)
--------	----------------------------	--------------------------	----------------------------------	--

- Entry Meeting of the Gender Auditors
- Gathering Audit Data
- Analysis of the Data
- Feedback to Management and Staff
- Audit Report

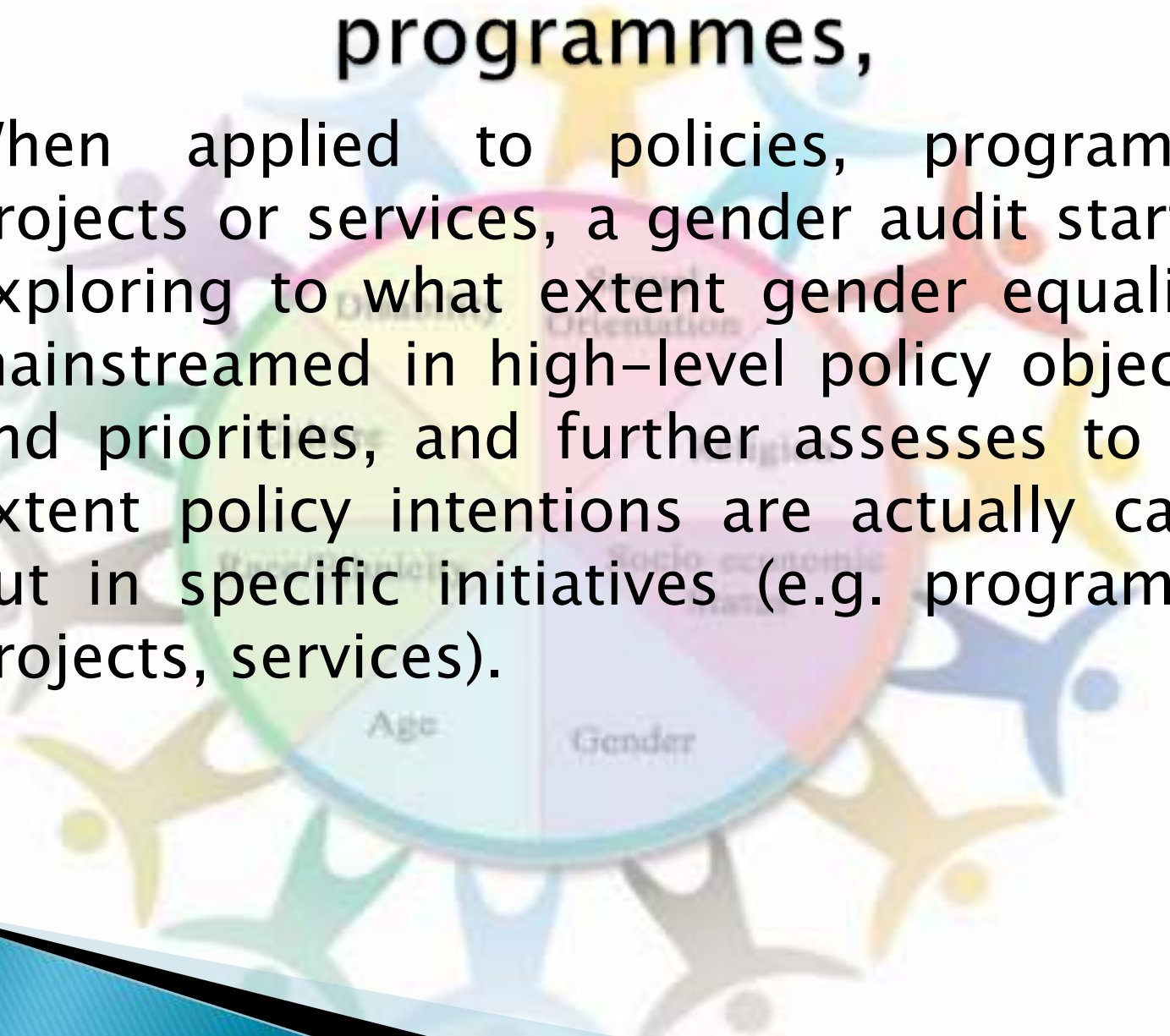
Purpose of the Gender Audit

- ▶ Gender audits allow organisations ‘to set their own houses in order, and change aspects of the organisational culture which discriminate against women staff and women “beneficiaries”’
- ▶ As a method for gender mainstreaming, gender audits help organisations identify and understand gender patterns within their composition, structures, processes, organisational culture and management of human resources, and in the design and delivery of policies and services.

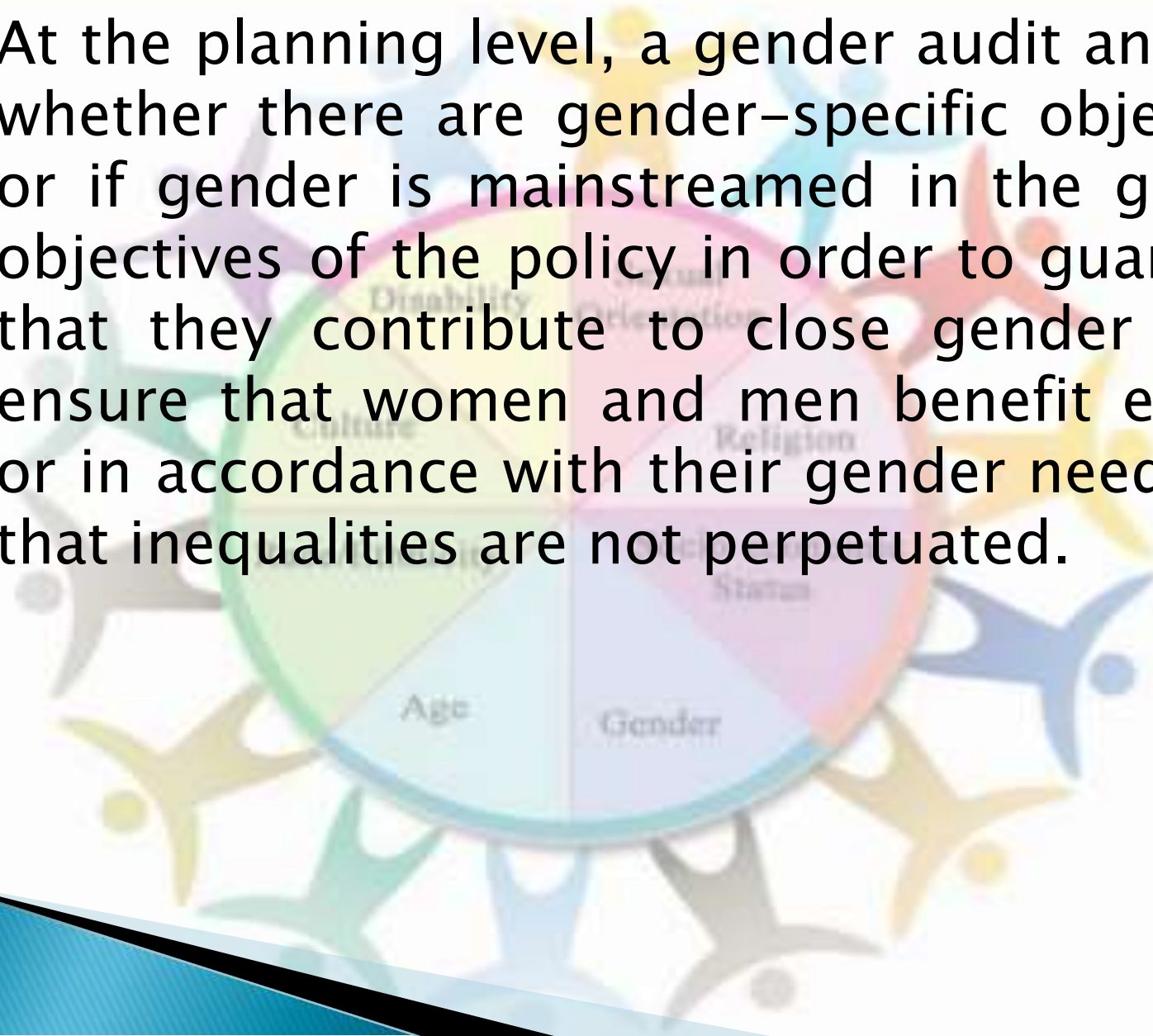
- 
- ▶ They also help assess the impact of organisational performance and its management on gender equality within the organisation. Gender audits establish a baseline against which progress can be measured over time, identifying critical gender gaps and challenges, and making recommendations of how they can be addressed through improvements and innovations
 - ▶ Although there is no standard approach for carrying out a gender audit, international organisations use two main approaches: participatory gender audit and the gender integration framework.

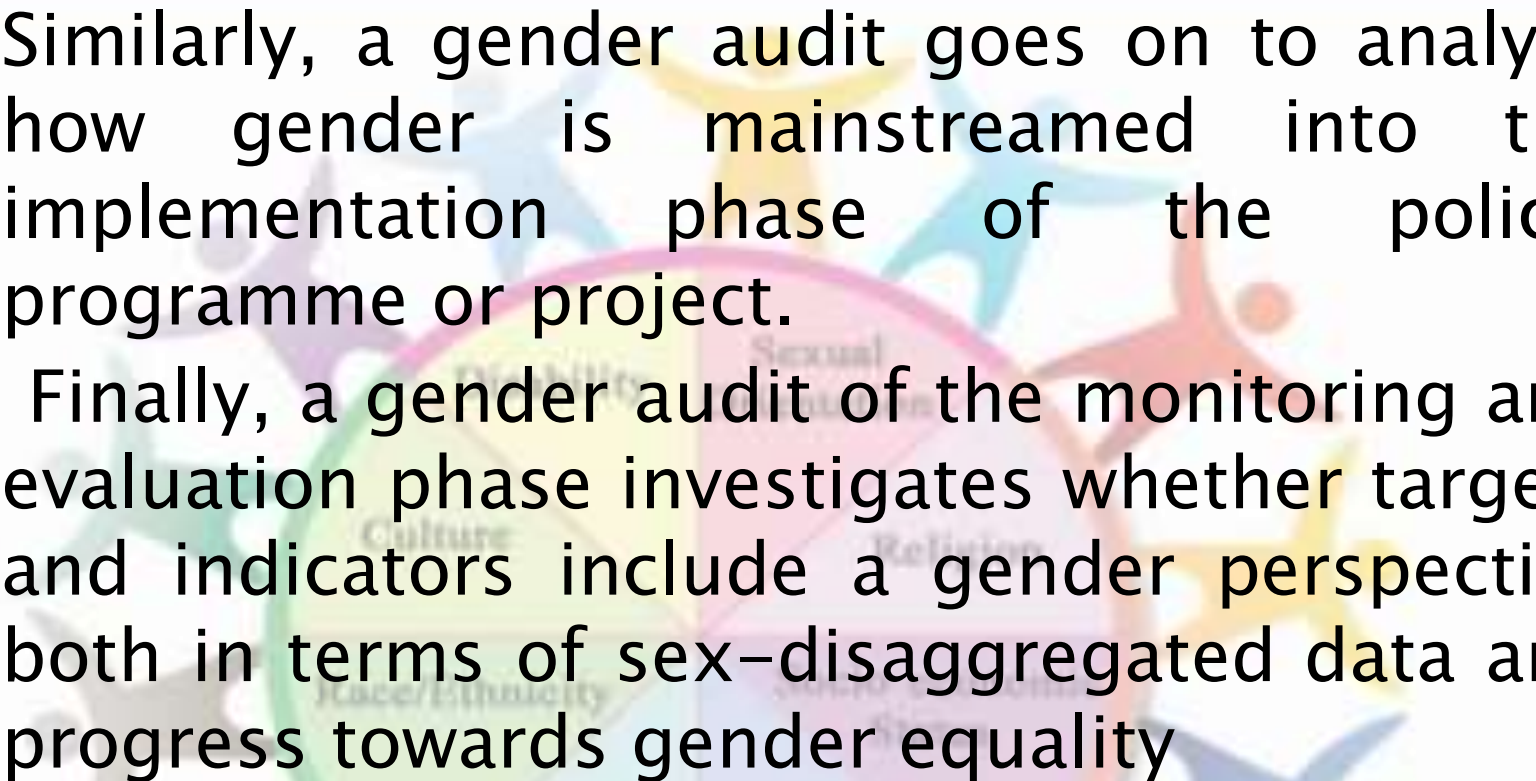
Gender audit applied to policies, programmes,

- ▶ When applied to policies, programmes, projects or services, a gender audit starts by exploring to what extent gender equality is mainstreamed in high-level policy objectives and priorities, and further assesses to what extent policy intentions are actually carried out in specific initiatives (e.g. programmes, projects, services).

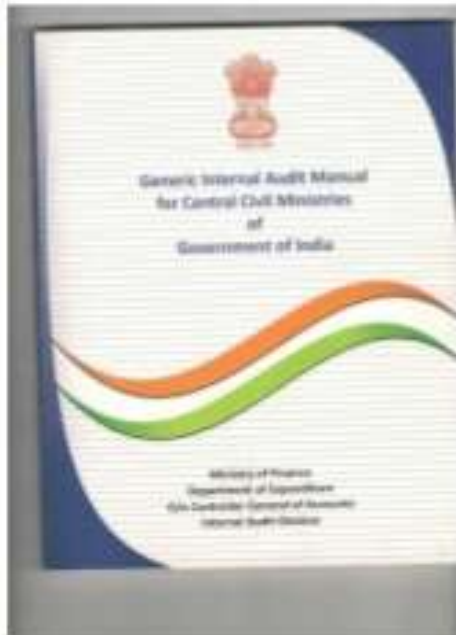


- ▶ At the planning level, a gender audit analyses whether there are gender-specific objectives or if gender is mainstreamed in the general objectives of the policy in order to guarantee that they contribute to close gender gaps, ensure that women and men benefit equally or in accordance with their gender needs and that inequalities are not perpetuated.



- 
- ▶ Similarly, a gender audit goes on to analyse how gender is mainstreamed into the implementation phase of the policy, programme or project.
 - ▶ Finally, a gender audit of the monitoring and evaluation phase investigates whether targets and indicators include a gender perspective both in terms of sex-disaggregated data and progress towards gender equality

Gender Audit – Implementation Plan



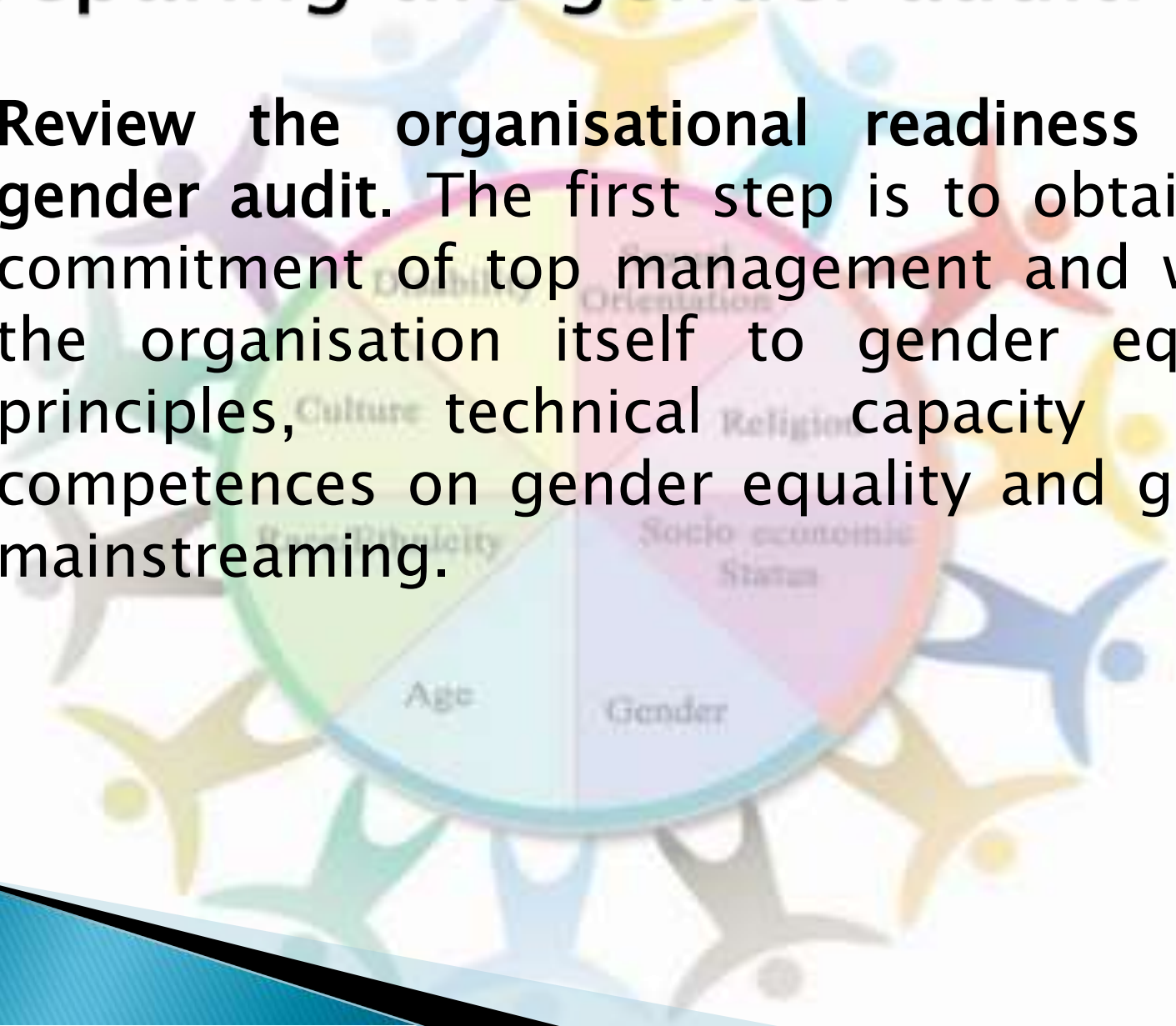
- **Refining Gender Audit Tool** - Suggestions with regard to gender sensitive audits being incorporated in the Generic Internal Audit Manual (Version 2.0) of the CGA
- Gender sensitization is in the process of being included in the scope of work of the Institute of Internal Auditors (IIA), India
- Linking GBCs of select Ministries/ Departments with the Internal Audit Wing is in process

How does a gender audit work?



Preparing the gender audit.

- ▶ **Review the organisational readiness to a gender audit.** The first step is to obtain the commitment of top management and within the organisation itself to gender equality principles, technical capacity and competences on gender equality and gender mainstreaming.



Different levels of analysis

Different focuses



External dimension

- ✓ Marketing
- ✓ Communications, image, web
- ✓ Products and networks
- ✓ Relationships with clients and suppliers

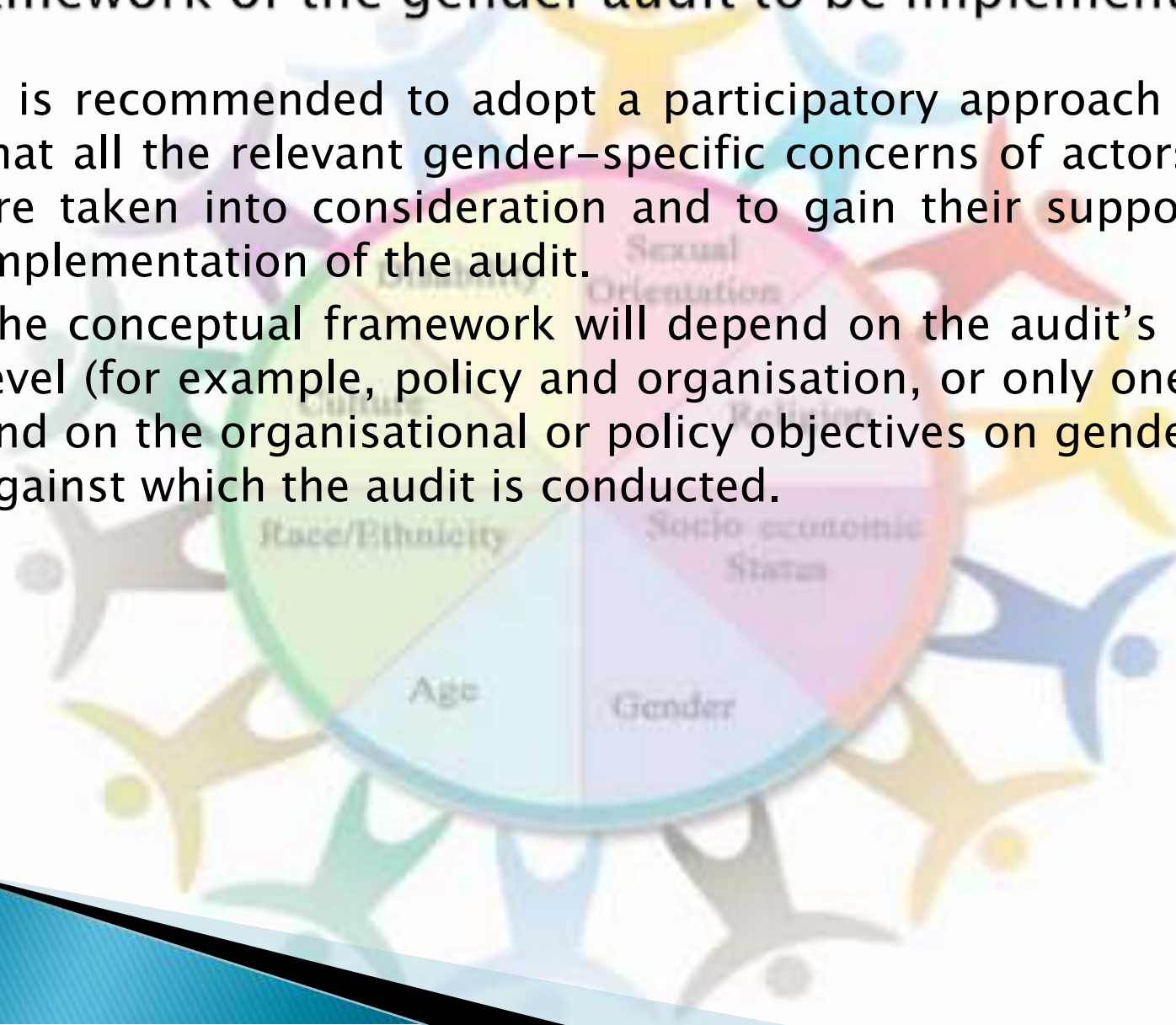
Internal dimension

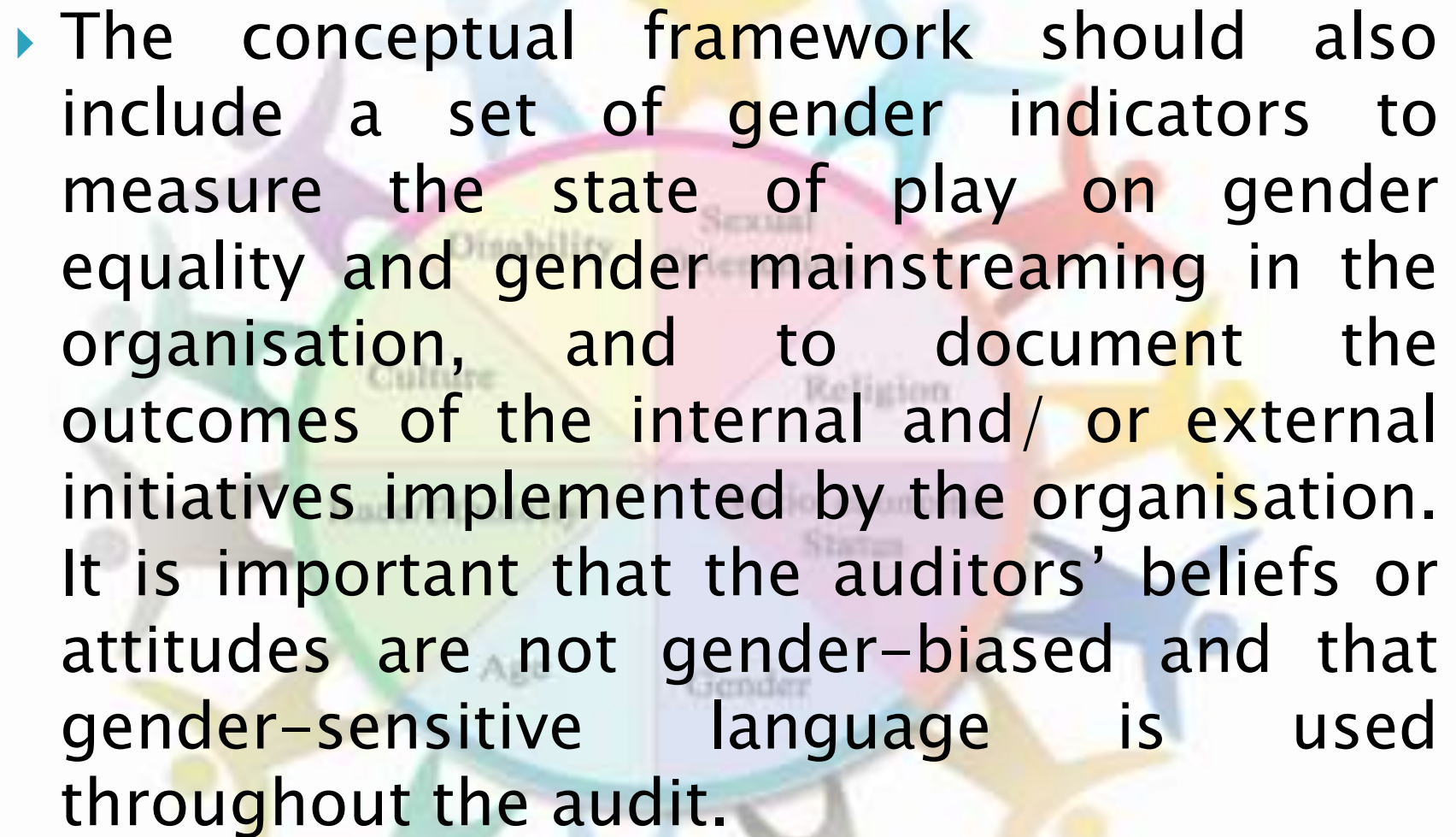
- ✓ Human Resources Management
- ✓ Working conditions (OSH)
- ✓ Organizational culture
- ✓ Allocation of resources
- ✓ Production methods

- ▶ **Creation of a gender audit team and definition of a gender audit strategy to be implemented within the organisation:**
- ▶ The team may be composed of internal staff in charge of gender equality, diversity management and human resources, or it may be made up of both internal staff and external consultants contracted to develop and implement the gender audit methodology. The team is responsible for drawing up a gender audit strategy; clarifying the gender equality objectives of internal and external policies and strategies as the starting point for the audit; determining at which level the gender audit will be carried out; and carrying out a mapping of relevant internal actors, always ensuring gender balance

Definition of the conceptual and methodological framework of the gender audit to be implemented.

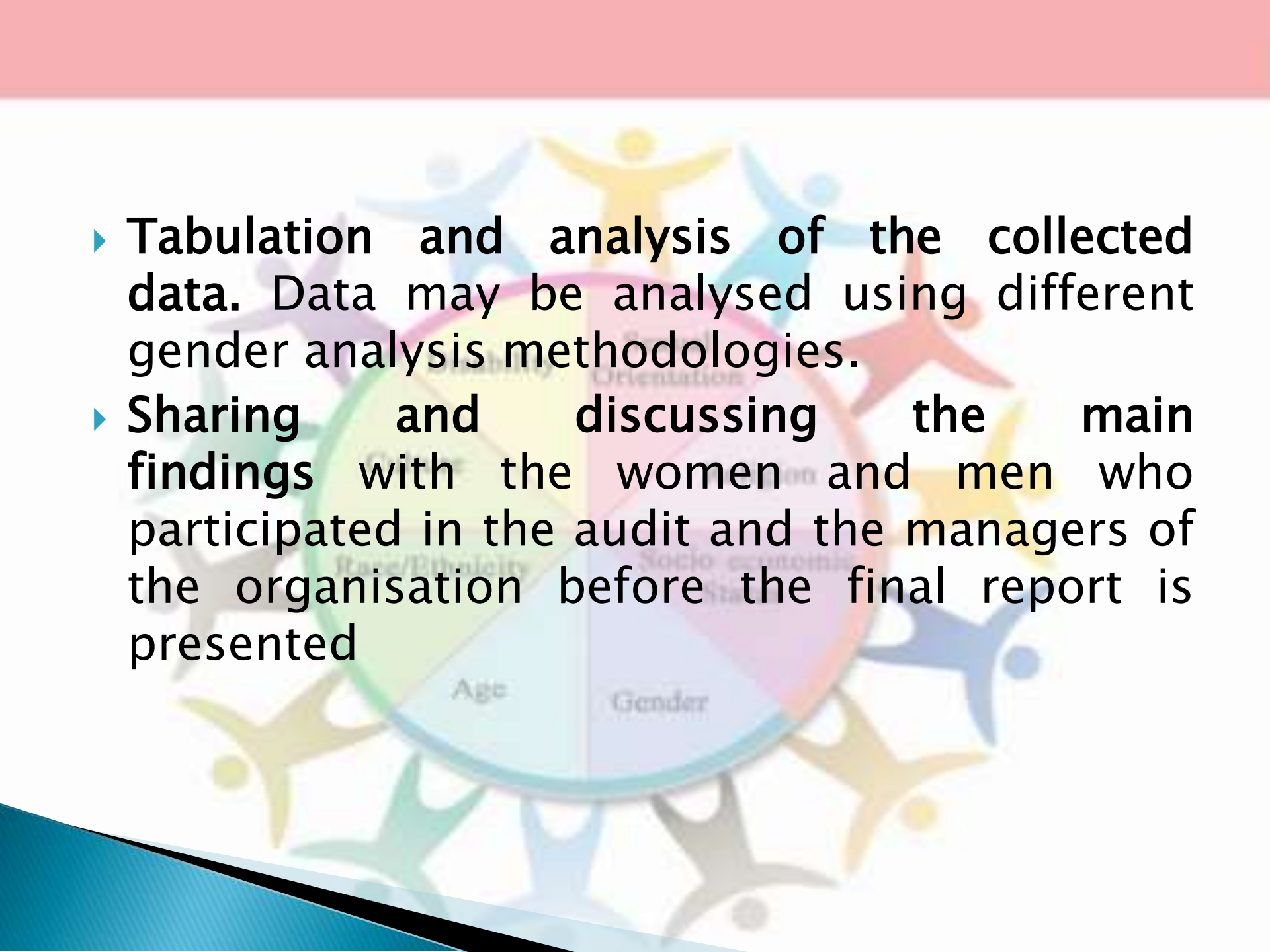
- ▶ It is recommended to adopt a participatory approach to ensure that all the relevant gender-specific concerns of actors involved are taken into consideration and to gain their support for the implementation of the audit.
- ▶ The conceptual framework will depend on the audit's focus and level (for example, policy and organisation, or only one of them) and on the organisational or policy objectives on gender equality against which the audit is conducted.



- 
- ▶ The conceptual framework should also include a set of gender indicators to measure the state of play on gender equality and gender mainstreaming in the organisation, and to document the outcomes of the internal and/ or external initiatives implemented by the organisation. It is important that the auditors' beliefs or attitudes are not gender-biased and that gender-sensitive language is used throughout the audit.

Carrying out the audit. The implementation phase consists of the following methods to collect, analyse and formulate the audit's findings.

- ▶ **Desk review and analysis of the organisation's key documents.**
- ▶ **Consultation** through interviews, focus group discussions, self-assessments, surveys or other channels of consultation. Consultations will aim to complement information collected through the desk review and analysis and to gather further evidence.

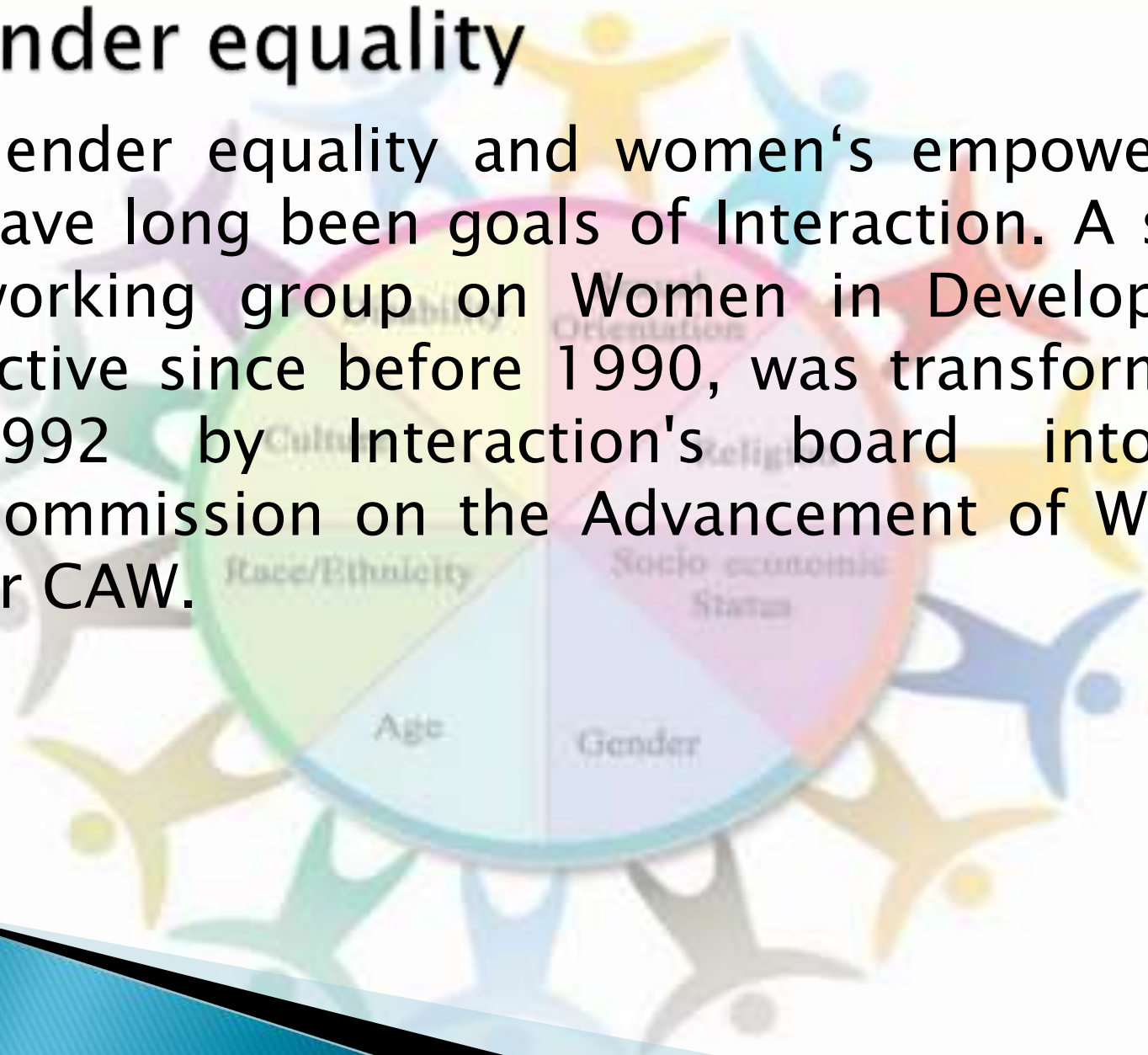
- 
- The background features a large, faint circular diagram with several segments. Two segments are labeled 'Age' and 'Gender'. Surrounding the diagram are numerous stylized human figures in various colors (blue, yellow, red, green, grey) with their arms raised, suggesting a diverse group of people. The overall theme is related to social or organizational research.
- ▶ **Tabulation and analysis of the collected data.** Data may be analysed using different gender analysis methodologies.
 - ▶ **Sharing and discussing the main findings** with the women and men who participated in the audit and the managers of the organisation before the final report is presented

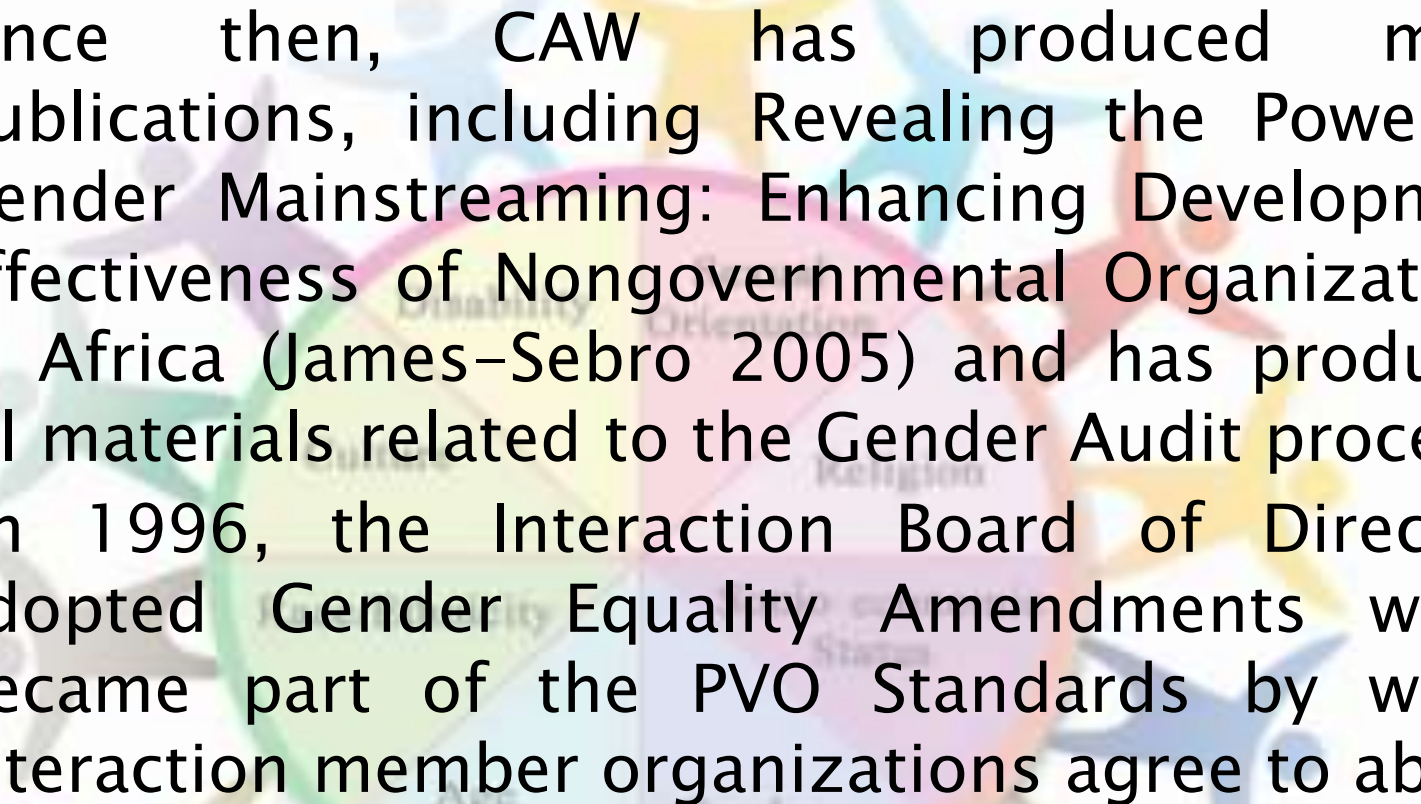
Drafting of gender equality plan and creation of a gender committee.

- ▶ Drawing on the findings gathered in the audit, a gender action plan will be drafted with the aim to improve gender mainstreaming and gender equality in the organisation. It is recommended to create a gender committee involving managers, internal staff and stakeholders, in order to take forward the recommendations from the audit report and for the implementation, monitoring and evaluation of the gender action plan.

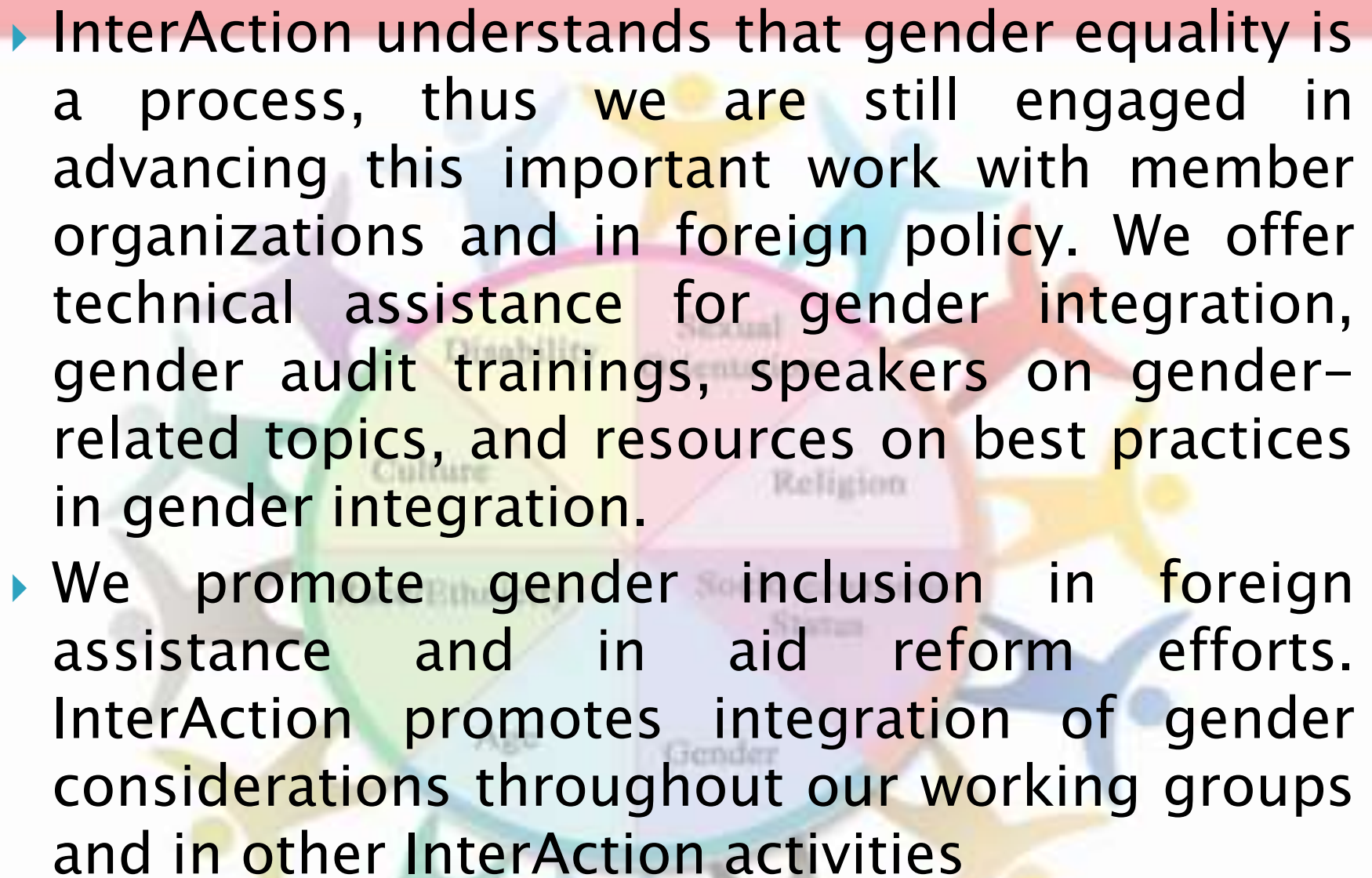
InterAction's commitment to gender equality

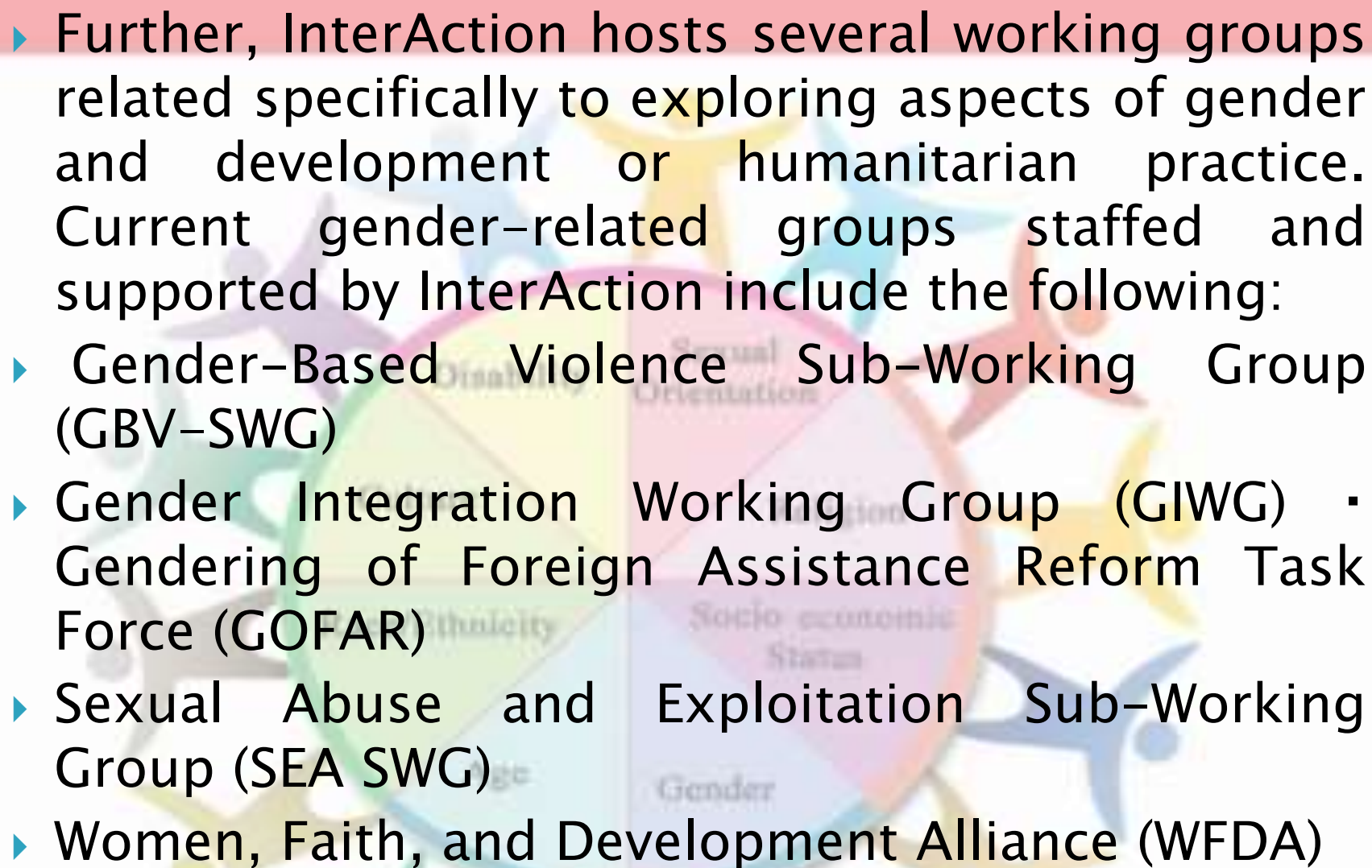
- ▶ Gender equality and women's empowerment have long been goals of InterAction. A strong working group on Women in Development, active since before 1990, was transformed in 1992 by InterAction's board into the Commission on the Advancement of Women, or CAW.



- 
- ▶ Since then, CAW has produced many publications, including *Revealing the Power of Gender Mainstreaming: Enhancing Development Effectiveness of Nongovernmental Organizations in Africa* (James–Sebro 2005) and has produced all materials related to the Gender Audit process.
 - ▶ In 1996, the Interaction Board of Directors adopted Gender Equality Amendments which became part of the PVO Standards by which Interaction member organizations agree to abide

- 
- ▶ . These Gender Equity Amendments recognize that organizational gender equality requires leadership, capacity, accountability, and a gender-sensitive culture. Examples include possessing a strong gender policy, offering staff training in gender analysis, ensuring gender analysis and data disaggregation of all projects and programs, integrating gender-sensitivity into human resources processes such as gender-sensitive job recruitment and including gender in job descriptions, instituting family friendly policies, and supporting equal pay for equal work.

- 
- ▶ InterAction understands that gender equality is a process, thus we are still engaged in advancing this important work with member organizations and in foreign policy. We offer technical assistance for gender integration, gender audit trainings, speakers on gender-related topics, and resources on best practices in gender integration.
 - ▶ We promote gender inclusion in foreign assistance and in aid reform efforts. InterAction promotes integration of gender considerations throughout our working groups and in other InterAction activities

- 
- ▶ Further, InterAction hosts several working groups related specifically to exploring aspects of gender and development or humanitarian practice. Current gender-related groups staffed and supported by InterAction include the following:
 - ▶ Gender-Based Violence Sub-Working Group (GBV-SWG)
 - ▶ Gender Integration Working Group (GIWG) - Gendering of Foreign Assistance Reform Task Force (GOFAR)
 - ▶ Sexual Abuse and Exploitation Sub-Working Group (SEA SWG)
 - ▶ Women, Faith, and Development Alliance (WFDA)

Gender audit dimensions: An internal audit, An external audit

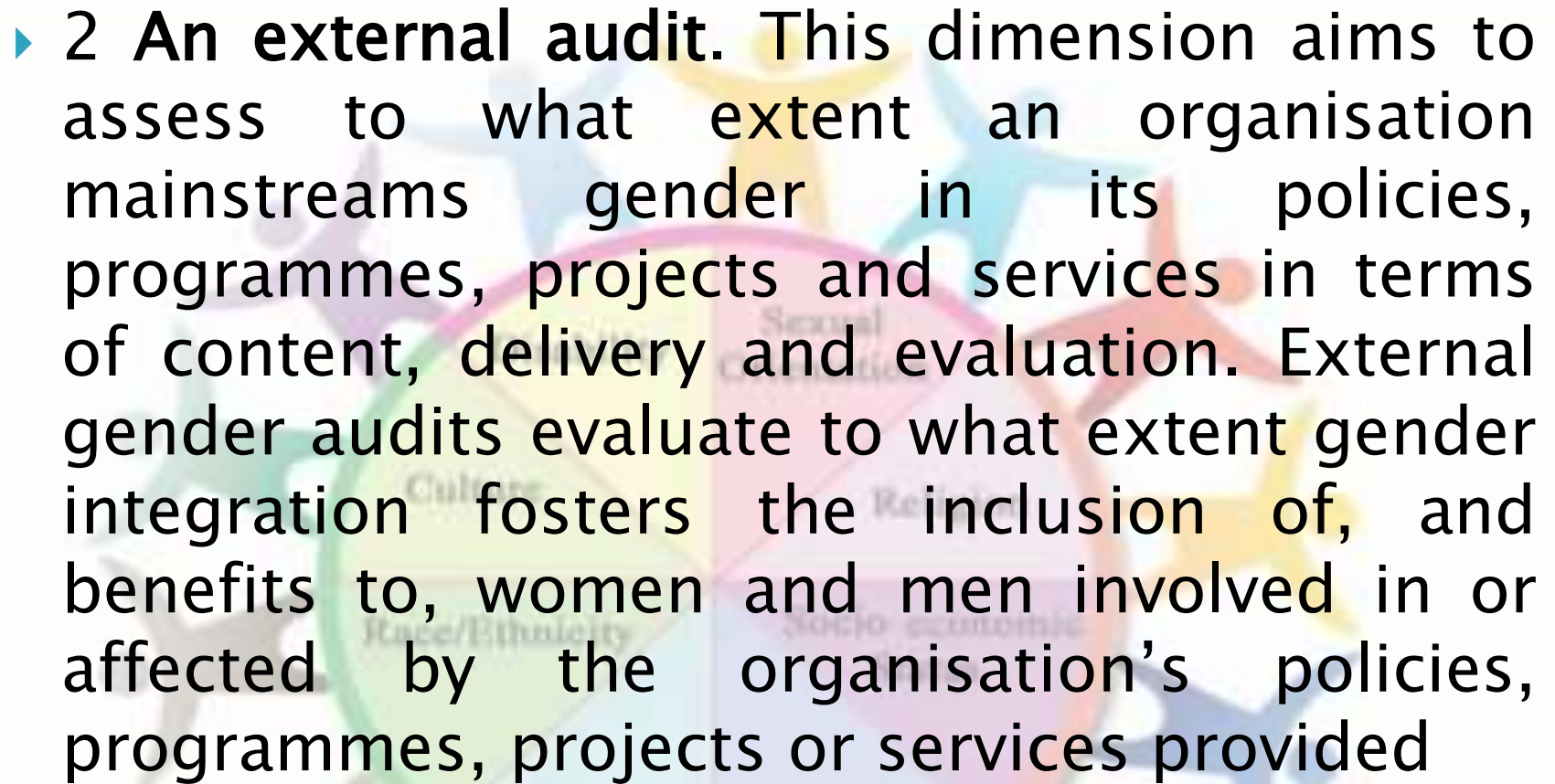
Programmatic Dimensions	Organisational Dimensions
1. Situational Analysis	1. Organisational Culture – (Mechanisms/Practices/Attitudes)
2. Policy Analysis including program design, guidelines and framework of implementation	2. Gender Policy & Staffing
3. Budgetary Allocations & Expenditure	3. Resources spent on gender mainstreaming e.g. Capacity Building
4. Monitoring	4. Gender sensitive products and services (infrastructure)
5. Impact Analysis / Evaluation	5. Advocacy, and communication strategy

1 An internal audit.

Internal Audit

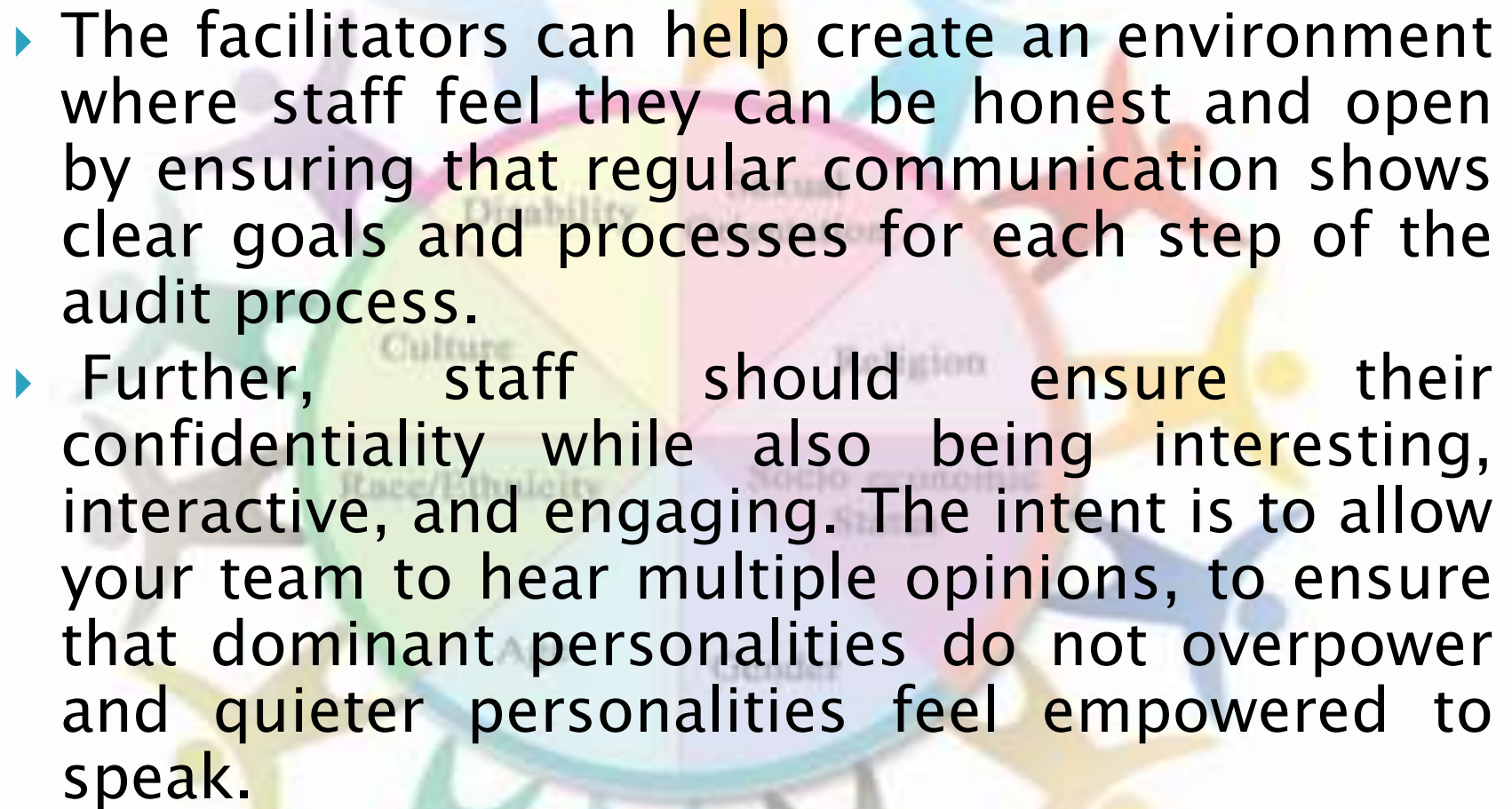


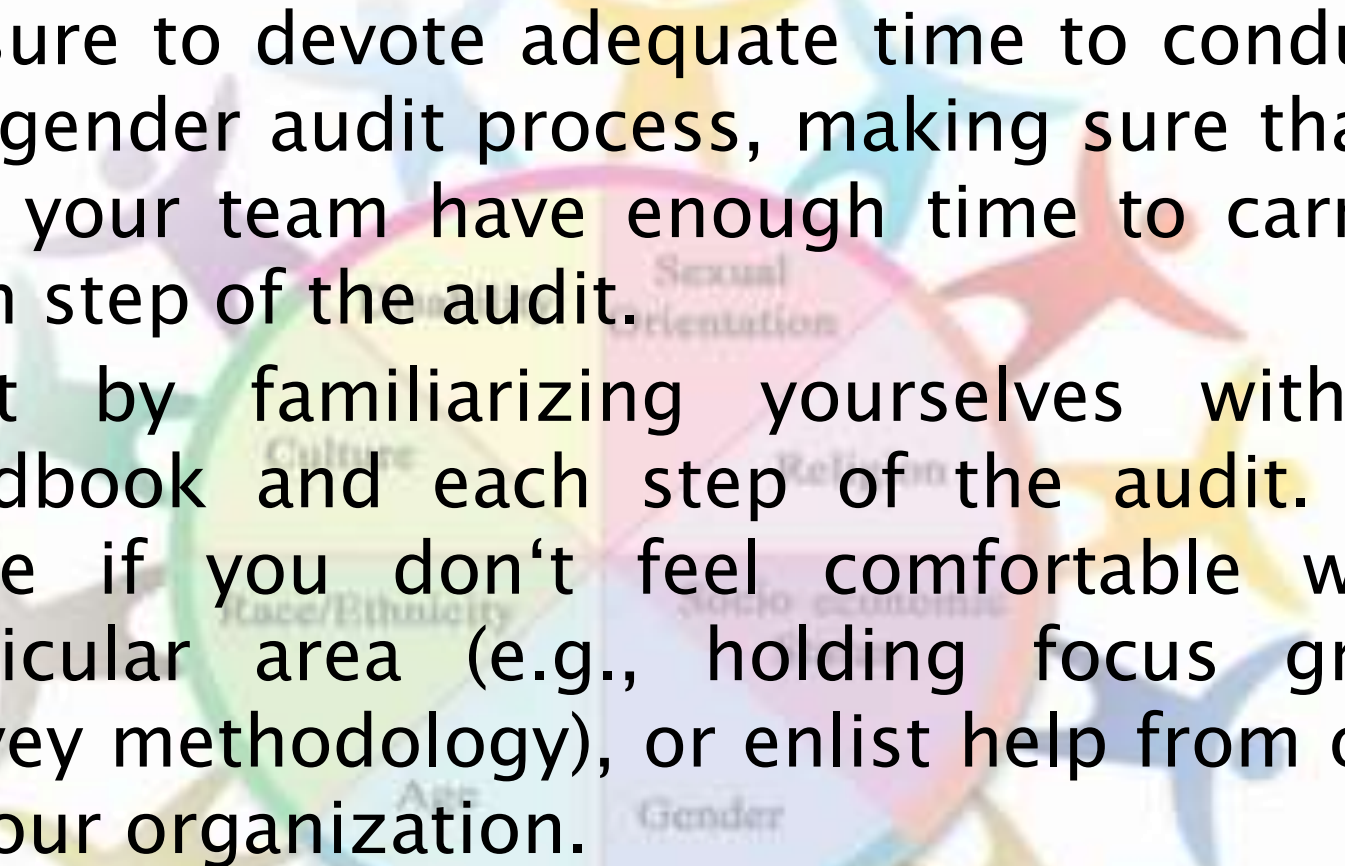
- ▶ This dimension refers to how much an organisation fosters gender equality internally within its organisational, managerial structure and internal work, and whether these contribute to gender equality in the organisation.
- ▶ An internal gender audit monitors and assesses the relative progress made in gender mainstreaming, contributes to capacity building and collective organizational ownership for gender equality initiatives, and sharpens organizational learning on gender

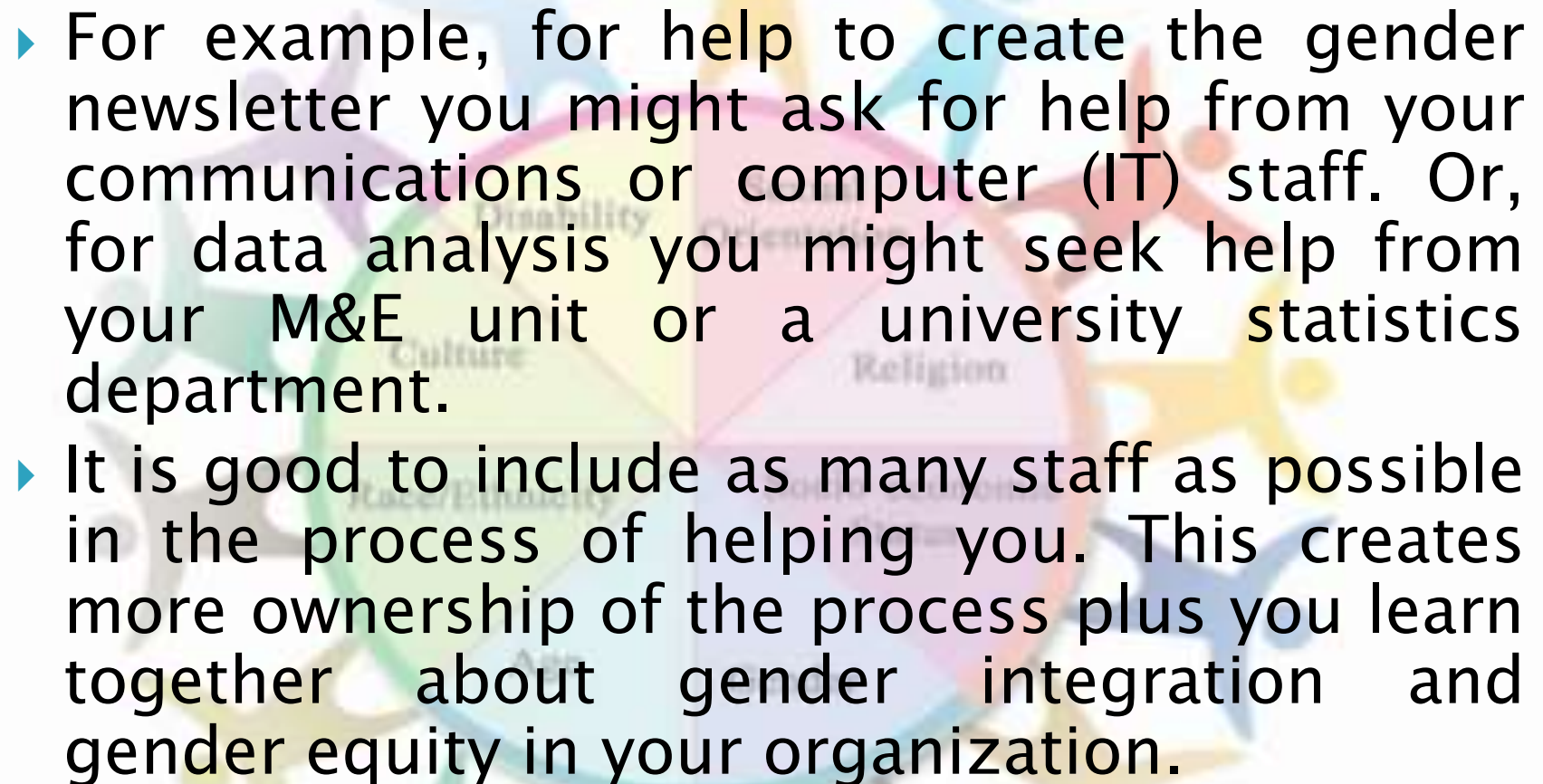
- 
- The background features a large, faint circular diagram with segments labeled 'Sexual Orientation', 'Religion', 'Socio-economic', 'Age', 'Gender', 'Race/Ethnicity', and 'Culture'. Surrounding this diagram are several stylized human figures in various colors (blue, yellow, green, purple) holding hands, symbolizing diversity and inclusion. The overall theme is social equity and organizational inclusivity.
- ▶ **2 An external audit.** This dimension aims to assess to what extent an organisation mainstreams gender in its policies, programmes, projects and services in terms of content, delivery and evaluation. External gender audits evaluate to what extent gender integration fosters the inclusion of, and benefits to, women and men involved in or affected by the organisation's policies, programmes, projects or services provided

Tips for Audit Facilitators

- ▶ The role of the gender audit facilitator is to develop an atmosphere of trust and encouragement so that staff feel their voices are valued, heard, understood, and that they will be held in confidence.
- ▶ The audit process is one of internal reflection and, at times, can unearth uncomfortable thoughts and ideas.

- 
- ▶ The facilitators can help create an environment where staff feel they can be honest and open by ensuring that regular communication shows clear goals and processes for each step of the audit process.
 - ▶ Further, staff should ensure their confidentiality while also being interesting, interactive, and engaging. The intent is to allow your team to hear multiple opinions, to ensure that dominant personalities do not overpower and quieter personalities feel empowered to speak.

- 
- ▶ Be sure to devote adequate time to conducting the gender audit process, making sure that you and your team have enough time to carry out each step of the audit.
 - ▶ Start by familiarizing yourselves with this handbook and each step of the audit. Learn more if you don't feel comfortable with a particular area (e.g., holding focus groups, survey methodology), or enlist help from others in your organization.

- 
- ▶ For example, for help to create the gender newsletter you might ask for help from your communications or computer (IT) staff. Or, for data analysis you might seek help from your M&E unit or a university statistics department.
 - ▶ It is good to include as many staff as possible in the process of helping you. This creates more ownership of the process plus you learn together about gender integration and gender equity in your organization.

Thank you

