# *The Participatory Gender Audit (PGA):*
A Tool For Organizational Change

**Validation of findings of PGA for
Legal Aid Service Providers Network
(LASPNET)**

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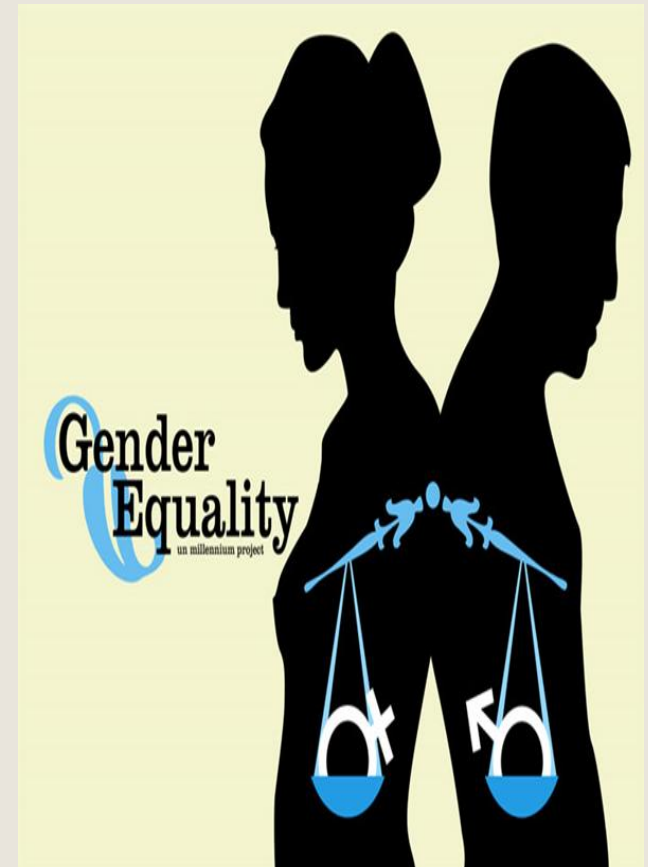
Background to the PGA

Background

- Legal aid service providers are key in advocating for and supporting realization of human rights through enhancement of access to justice.

- However, there are gender-specific and multilayered barriers to accessing justice in Uganda.

- Institutional challenges such as gender-biased or neutral laws, and lack of gender sensitivity on the part of personnel, poverty, cultural biases and technical procedures affect the ability for women to access justice, thus requiring extensive gender-responsive interventions by legal service providers.

Gender mainstreaming

- A powerful tool that is imperative in ensuring equality between women and men

- Not a goal in itself but a strategy to achieve equality between women and men.

- A process of assessing the implication for women and men of any planned action (United Nations).

- Is used to integrate gender concerns into all policies, and programmes of the organization(s).

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Purpose of the Gender Audit (TOR)

- Assess the extent to which gender mainstreaming has been internalized and acted upon by staff;
- Measure the extent of gender mainstreaming in terms of development and delivery of gender- sensitive services and products;
- Appraise the technical capacity of officials to mainstream gender;
- Identify and document information on mechanisms, practices and attitudes that have made a positive contribution to mainstreaming gender in the Network;
- Assess level of resources allocated and spent on gender mainstreaming and gender-based activities;
- Examine the extent to which resource policies are gender sensitive;
- Analyse the gender balance among staff at different levels of the Network, including the member organisations;
- Identify gaps, challenges and opportunities for improving gender mainstreaming in the Network
- Document good practices that can be replicated.

PGA methodlogy

PGA Methodology

• Based on the ILO PGA methodology.

Four main data collection methods were used;

• Review of key documents;

• Individual interviews based on guided questionnaire with a selected representatives of the organisations;

• Participatory workshop to encourage dialogue to analyze and assess gender awareness;

• Dialogue with key stakeholders (during validation).

PGA Methodology' Cont

Sampling methods

- Purposive sampling was used.

- A desk review of approximately 10-15 key documents

- Interviews: 6 staff of LASPNET secretariat carefully observing gender, age and work-level balance.

- One participatory workshop for the LASPNET staff.

- Interviews with representatives of the 19 organizations

Sample study and population

- Total respondents were 25 (8 males and 17 females).

- Across the seven clusters of the legal service providers.

LASPNET members interviewed
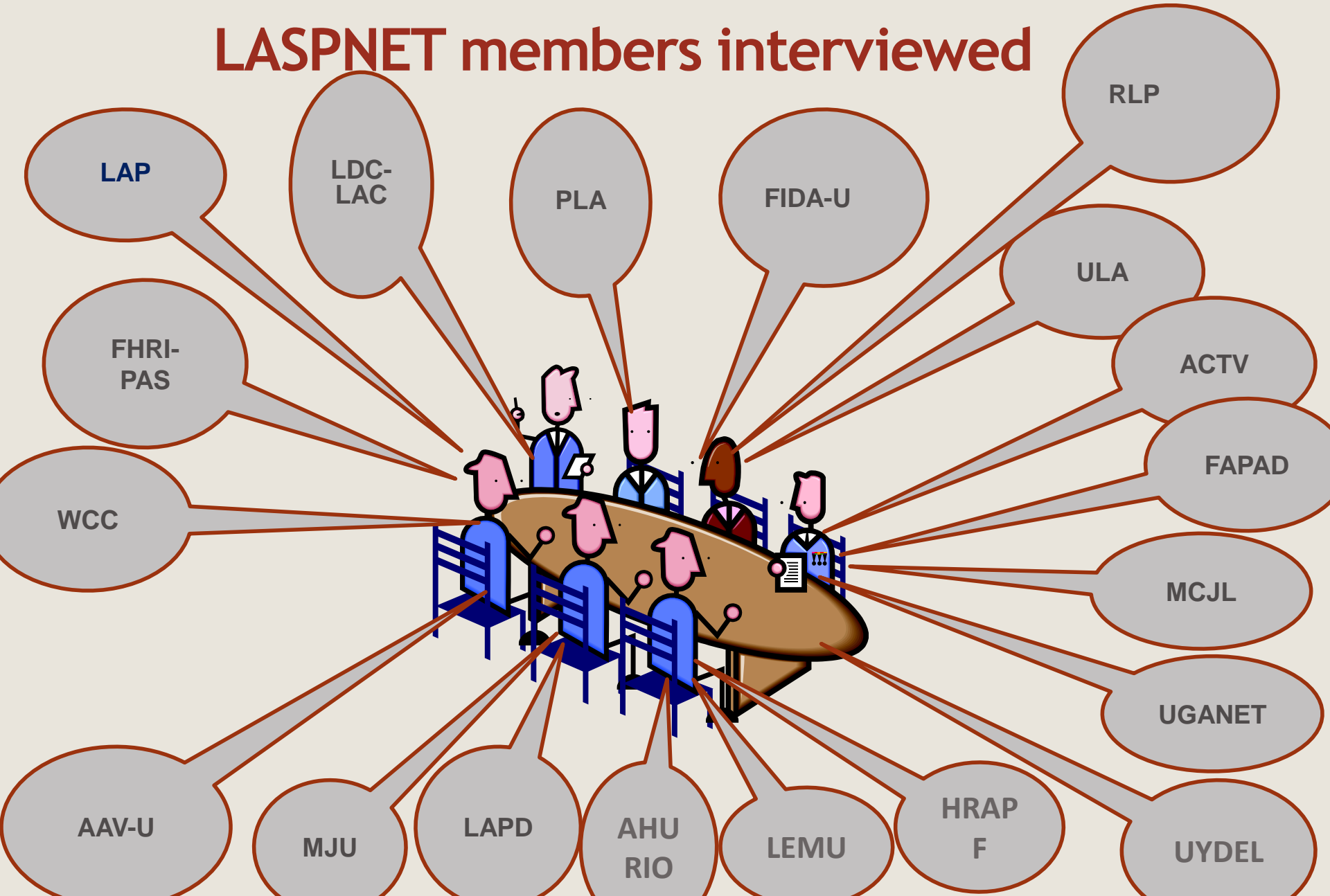
Summary of PGA findings

□**Findings**

□**Best practices**

□**Challenges**

Summary of findings

(i) Gender mainstreaming in Objectives, Programme Planning and Design

- On average only 19% of the respondents are fully integrating gender into their programme planning and design.

(ii) Financial Resources for gender mainstreaming

- Only 7% of the respondent s organizations prepare their budgets with a gender equity perspective;

- No organization has fully budgeted adequate financial resources to support its gender integration work.

- Despite the fact that LASPNET's secretariat mandate per the constitution is to develop staff, a review of the secretariat's strategic plan 2011-2015 does not have sufficient and deliberate budgetary allocation for gender mainstreaming.

- The above findings imply that the tools to guide gender mainstreaming in planning and budgeting and to monitor its integration are lacking.

Summary of findings' Cont

(iii) Integration of Gender equity in Program Implementation

• Only 36% of the respondents fully acknowledged that the implementation plan for the network programs/projects include activities that strengthen skills and provide equal access to services and training and take into account the gender roles and interest of both male and female beneficiaries.

(iv) Gender mainstreaming in Monitoring and Evaluation

• The gendered impact of the project is not deliberately and systematically monitored and evaluated.

• Reason: Inadequate staff training, support from senior management and financial resources for gender programming

Summary of findings' cont

(v) Selection of partner/member Organizations

- The membership eligibility criteria as defined in the LASPNET constitution and membership charter does not uphold gender equality as one of their core values .

(vi) Gender composition of staff

- Only 16% of the respondents said to a fullest extent the composition of staffing is gender sensitive at organization level.

- The composition of the current (2012-2014) LASPNET steering committee LASPNET (5 female and 4 males) with female chairperson.

(vii) Documented Gender Policy guidelines

- Only 9% of the respondents agree to a full extent that their organizations have a written gender policy that affirms a commitment to gender equity

Summary of findings' Cont

(Viii) Knowledge of Human Resource Policies

- only 19% of the respondents fully achieved knowledge of the human resource policies.

(ix) Organizational Culture

- There are symbols (Logos), values-, champions and rituals (activities done together) that either perpetuate gender inequality or uphold gender equality.
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(x) Characteristics of an ideal worker

- The findings revealed that, although gender sensitivity featured, it was not highly valued for an ideal worker as evidenced by its low value frequency with a percentage of (8%).

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Summary of findings' Cont

(xi) Family Friendly Working Environment

- Some practices at the network promoted gender sensitivity although they are not officially instituted.

(xii) Review of documents for gender sensitivity

- Most of LASPNET's secretariat and the member organizations' publications are gender neutral.

- LASPNET's core values include: Transparency, accountability, Integrity, Cooperation, and Team work. The core values are gender blind.

- Commitment to gender quality is not an eligibility requirement for membership.

(xiii) Advocacy, Public Relations and Communications
- Only 19% of the respondents indicated that advocacy and public relations campaigns, initiatives and plans are informed by a gender equity perspective.

Summary of findings' Cont

(xiv) Internal and partner communications channels

- No deliberate mainstreaming of gender in communication channels with partners (for example gender sensitive slogans).

- Publicity and partner engagement is one of the strategies of LASPNET that is not fully exploited.

(xv) Perception of gender

- The knowledge of gender concepts and rationale for gender mainstreaming varied among staff .

- A wider gap in staff skills ranging from awareness on gender, conceptualizing gender and related concepts, skills of gender analysis or integration of gender in their specific areas of work.

(xvi) Sexual Harassment

- Sexual harassment remains a taboo subject with restricted discussion.
- Interviews with the Human Resource personnel indicated that no case of sexual harassment had been reported.

Best Practices

- UGANET has a written gender policy as part of the organization strategic pillar 3.

- UGANET has deliberately invested resources in building of staff capacity on Gender

- Gender is incorporated in programming and staff report on it.

- Section 3.1 of LASPNET human resource policy exhibits equal opportunity.

Best Practices'cont

- The SC of LASPNET is composed of 9 members (5 female and 4 males) with a female chairperson.

- Gender integration is evident in Programme implementation by Uganda Land Alliance.

- FIDA, focusing on rights of women and children to improve community commitment to women's rights, improve access to land, legal justice, and policy environment for economic and legal rights

Challenges in mainstreaming gender

- Limited finances and priority to practically and effectively mainstream/integrate gender in work plans and policies.

- Limited expertise in gender

- Women specific budget and programme support for some of the organisations

- The network partners are varied and the learning cannot be collapsed together.

- If not well conceived from policy and program planning, gender disappears into programs.

- Disabled women find it hard to make choices (remain vulnerable), even when trained/sensitised on their rights.

Recomendations

Recommendations

Integration of Gender Equity in to Objectives, Programme Planning and Design

- Develop an effective and conducive policy and gender action plans.
- Develop an operational strategy for gender mainstreaming in program planning and design
- Develop capacity to effectively utilize guidelines developed to enhance gender integration within network.

Financial Resources for gender equity

- Develop tools to guide gender mainstreaming in budgeting and to monitor its integration into the programs.

Integration of Gender equity in Program Implementation

- The project implementation plan should contain gender specific activities that strengthen skills and provide women/girls, men/ boys with equal access to legal services bearing in mind the existing gender divide.

Recommendations con't

Integration of Gender Equity in Monitoring and Evaluation

- Build staff capacity to generate and utilize Gender And Development (GAD)
- The M&E framework should include   gender specific indicators

Gender Equity during the selection of partner/member Organizations

- Consider gender mainstreaming/ sensitivity as one of the requirements for membership qualification.
- Policies and guidelines regarding LASPNET's membership selection criteria as well as relations with Partner Organizations need to be made gender sensitive

Staff capacity and Gender composition at organizational level

- Staff Expertise for gender analysis/ planning and integration needs to be built and strengthened .
- Create a unit/focal person responsible for gender mainstreaming in the network.

Recommendations con't

Documented Gender Policy guidelines

- Document gender policies, while promoting training/ organizational learning and sharing of policies across the network.
- Commission gender specific researches to inform policies at different levels

Gender integration in Human Resource Policies and organizational Culture

- A policy day can be arranged to help staff internalize all polices.
- Provide opportunity for lower cadre staff to attend gender awareness workshops.
- Encourage activities such as Sports' Associations, quarterly office outings that would bring staff together to balance work with life and promote informal socializations

Recommendations con't

- Put in place a sexual harassment policy and make all members aware of its provisions.

- Set up guidance and counselling unit/ officer to extend services to all members of staff.

- The network could consider setting up a staff association to handle staff related issues.

- There is need to sensitize the staff in legal aid service provision on gender to create awareness and positive attitude.

Recommendations con't

Gender mainstreaming at strategy level

- Engender the vision and mission statements, which will trickle down to gender sensitive objectives, programs and policies.
- Designate a gender unit/ Focal officer to work hand in hand with the gender thematic working group to operationalize gender mainstreaming across the membership.

- **Advocacy, Public Relations and Communications**
- Develop a gender sensitive communication strategy.
- Ensure that all LASPNET reports, publications and advocacy materials incorporate a specific section on gender.
- A gender quality assurance mechanism/ gender scanner should be set up.

THANK YOU FOR YOUR ATTENTION