

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

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Overview of Contents

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- Key Features of PGA? Benefits and Relevance
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Aim and objectives of gender audits

The overall aim of a gender audit is to promote organizational learning on how to implement

- gender mainstreaming effectively in policies, programmes and structures and assess the extent to which policies have been institutionalized at the level of the :
 - Organization
 - Work unit
 - Individual

Objective of PGA

- Generate understanding of the extent to which gender mainstreaming has been internalized and acted upon by staff ;
- Assess the extent of gender mainstreaming in terms of the development and delivery of gender-sensitive products and services ;
- Identify and share information on mechanisms, practices and attitudes that have made a positive contribution to mainstreaming gender in an organization ;
- Assess the level of resources allocated and spent on gender mainstreaming and gender activities ;
- •Examine the extent to which human resources policies are gender-sensitive ;
- • Examine the staff sex balance at different levels of an organization ;

Cont'd

- Set up the initial baseline of performance on gender mainstreaming in an organization with a view to introducing an ongoing process of benchmarking to measure progress in promoting gender equality ;
- Measure progress in implementing action plans on gender mainstreaming and recommend revisions as needed ; and
- Identify room for improvement and suggest possible strategies to better implement the action plan.

Key features of PGA

“Quality audit” - “Social audit”
How “Participatory” in approach?

- ❏ Diagnostic self assessment
- ❏ Collective exercise
- ❏ Reflective analysis

Promotes learning and ownership

- ❏ Consensus building
- ❏ Preserves confidentiality
- ❏ Non-judgemental

Mainly subjective based on perceptions
(+objective facts)

PGA Approach

Based on transformational learning concepts

■ Participatory: Dialogue/ Praxis / Conscientization

Dialogue: process of discussion, interaction, and exploration with others which facilitates critical analysis

Praxis: process of reflection in searching for the reality

Conscientization: process of learning to recognize social, political, and economic contradictions and to take action against the oppressive elements

Aims of PGA

- Promote **organizational learning**
at the individual, work unit and institutional levels
on how to practically and effectively mainstream gender equality

using a tool and process based on self assessment and a participatory methodology

**PGA (tool) ----- Gender mainstreaming (strategy) - -
Gender Equality (goal)**

- Consider whether internal practices and related support systems for gender mainstreaming within an organization are effective and reinforce each other
- Establish a baseline, identify critical gaps and challenges, and recommend ways of addressing them, suggesting possible improvements and innovations
- Document good practices towards the achievement of gender equality and build organizational ownership
- Use as a tool for monitoring, exploring indicators and a basis for action planning

Benefits of PGA

PGA Explores **FIVE KEY DOMAINS**:

- ❖ Gender integration at **policy and programme levels**
- ❖ Strengths and weaknesses in **technical capacity**
- ❖ Gender bias in **Strategic partnerships**
- ❖ Gender dimensions of **organizational culture**
- ❖ **Accountability** for gender

PGA OUTPUTS: Report

Outlines Key Findings, Good Practices and Recommendations on key areas including:

- Gender issues in the context of the institutional/organisation's, national, international alliances, linkages and partnerships
- Gender in organisation's policy, objectives, programme design and implementation cycle
- Information and knowledge management within the organisation, and gender equality as reflected in its products and public image;
- Gender dynamics in organisational Staffing and human resources, decision-making, and organizational culture; existing gender expertise, competence and capacity-building
- Organisational perception of achievement on gender equality

Under each section:

- Documents good practices towards achievement of gender equality
- Identifies critical gaps and challenges in gender mainstreaming
- Establishes a baseline on gender mainstreaming
- Makes suggestions and recommendations for improvement
- Provides basis for action planning
- Ensures ownership of the GM process in organisation audited -Everyone's business.

Theoretical Underpinnings

Based on 4 Fundamental Pillars

- Gender and Development approach
- Qualitative self assessment
- Adult learning cycle
- Learning organization

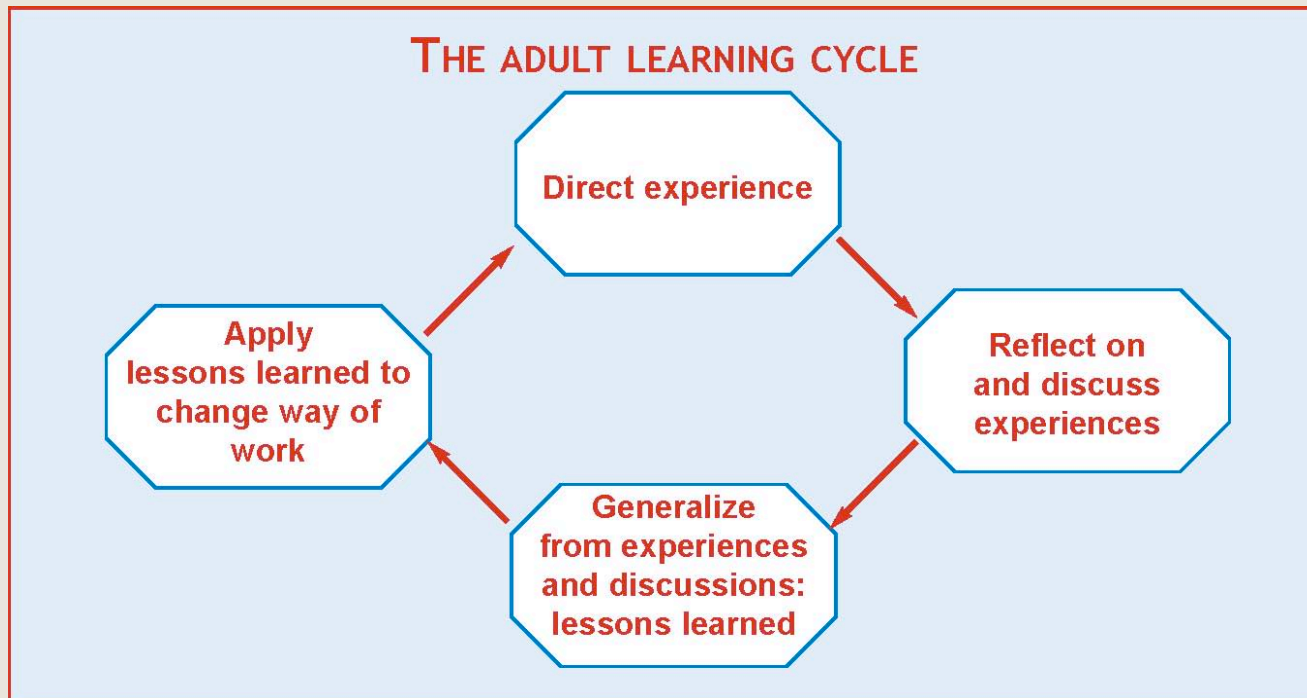
From WID to GAD

EARLY APPROACHES (WID)	CURRENT THINKING (GAD)
<p><u>Analysis:</u> women left out Women lack: education, training, credit, self-esteem, etc.</p>	<p><u>Analysis:</u> social structures and processes recreate inequalities between women and men in: resources; opportunities; decision-making</p>
<p><u>Problem:</u> Women left out of development</p>	<p><u>Problem:</u> inequality between women and men</p>
<p><u>Approach:</u> Integrate women into development (women-only projects/programmes – REACH, send a cow,</p>	<p><u>Approach:</u> society and institutions must change ideas and practices in support of equal choices and opportunities</p>

Qualitative self assessment

- 🍷 Why are things as they are?
- 🍷 How did we get to where we are?
- 🍷 Why do we act the way we do?
- 🍷 What are the forces of change?
- 🍷 Where are the forces that make change possible?
- 🍷 Are we doing the right things?
- 🍷 Are we doing the right things in the right way?

The Adult Learning Cycle



The Learning Organization

- ✿ Involves assessing, learning and change at all three levels: individual, unit and organization
- ✿ Three loops of learning:
 - ✿ Single
 - ✿ Double
 - ✿ Triple

Benefits of PGA as an EXERCISE

- Encourages team work coordination, collective responsibility and ownership and consensus building
- Promotes cohesiveness between regional, national and local concerns and strengths institutional network
- Improves communication and sharing of knowledge/information
- Builds up political will and ownership

As a learning experience for Organisations

- In a participatory manner, PGA promotes shared and objective learning about the situation in ground within the institution /organisation
- In the process, enhance skills and knowledge on how to mainstream gender in institutions/organisational policies, programmes, projects and activities
- Provides opportunity to re-visit and modify tools to work towards gender equity and equality

Informing of policy level

- Provide policy makers with baseline situation for policy modification
- Provide an unbiased source of information for monitoring actions by other actors from a gender perspective
- Advice to policy makers to review work place policies and procedures to ensure equality and ultimately excellent performance of both male and female staff in the organisation

Enhancement of relevance, reliability and effectiveness

- Inform the production of what is needed/desired by all to equitably and inclusively provide services
- Support institution enhance its credibility at national and international levels
- Support institutions/organisations to improve overall execution of mandate in its fullness and in a timely manner

Gender Audits – Process

Methods:

- Desk review of key documents and products of the Institution
- Semi-structured individual and group interviews of select people
- Participatory workshops involving various Directorates and Divisions
- Consultations with selected partner organizations

PGA OUTPUT



- Key findings
- Good practices
- Areas for improvement
- Recommendations

The base for an ACTION PLAN

PGA TOOLS -

- **Core 1** Historical timeline
- **Core 2** Gender knowledge and awareness
- **Core 3** Classification of projects and activities
- **Core 4** Hofstede's onion/Organizational culture
- **Core 5** Perception of the achievement of change
- **Core 6** Learning about learning
- **Optional 1** SWOT analysis
- **Optional 2** Venn diagram
- **Optional 3** Ideal organization
- **Optional 4** Mind mapping on decision-making
- **Optional 5** Gender quality questionnaire

For workshop

Participants divided in three groups to practice the tools below:

- Historical timeline
- Hofstede's onion/Organizational culture
- Venn diagram