

PASAI Human Resources Guide

Supportive material

Chapter 9 Diversity and inclusion



Pacific auditors working
together

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Pacific Association of Supreme Audit Institutions (PASAI)

PASAI Gender Policy

Access to information

PASAI members, Donors, International and Regional Partners

PASAI Reference Number

PS_2_GEN_2016

Issued and effective

Approved by the Governing Board on 1 August 2016.

Review

The Policy was reviewed in November 2022 and is to be reviewed after two years from this last review date.

Content

Background and Context to strategy
Elements of Policy Implementation
- What do we want to achieve
- How we will do this
- Monitoring, Evaluation and Reporting

Applicable to

All PASAI office holders and staff and SAI Management and staff

Issuer

Chief Executive for PASAI

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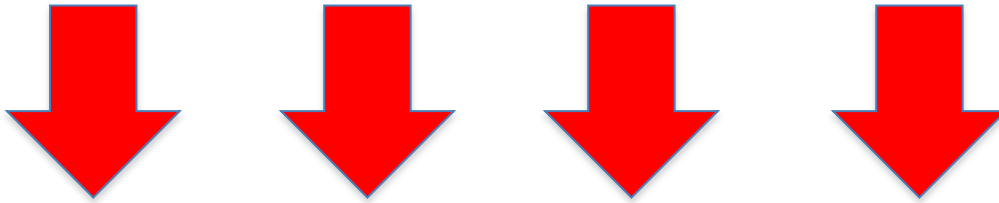
ANNEX I – Gender Equality international and regional context..... **Error! Bookmark not defined.**

ANNEX 2 – Pacific Leaders Gender Equality Declaration..**Error! Bookmark not defined.**

SECTION I – Purpose

- The gender equality purpose of this policy is set out in the following core principles:

This policy is underpinned by four key principles



<p>We will foster a culture of gender inclusiveness in everything PASAI does as an organisation - in its internal policies and procedures and in its external initiatives such as capacity-building programs and other program activities, including advocacy, research and consultation</p>	<p>We will further embed gender awareness in SAIs' human resource management practices by: promoting equal opportunities for the recruitment and training (especially where it is accredited) of male and female auditors, and ensuring career paths are established which foster the active participation of female auditors in leadership roles and decision-making</p>	<p>We will facilitate a more proactive role of SAIs in their national systems by pursuing gender equality in the auditing of government programs through gender-focused audit practice, where applicable. This principle is consistent with ISSAI 12 – <i>Value and Benefits of SAIs: Making a difference to the lives of citizens.</i>¹ This principle will also support SAIs in their future audit work on assessing country progress towards meeting the SDGs</p>	<p>We will establish realistic and documented monitoring and evaluation processes to assess the achievement of the implementation of the Strategy and report on Gender Outcomes periodically to the PASAI Governing Board and Congress. This will enable us to share lessons learned</p>
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- If agreed, SAIs will develop an individual policy document relevant to their circumstances and integrate it with their strategic management planning framework.

SECTION II – Scope

- PASAI as an organization will adopt the Gender Equality policy and encourage its member SAIs to develop a gender policy suitable to their circumstances and incorporate it in their planning framework.

¹ ISSAI 12 states that the extent to which a SAI is able to make a difference to the lives of citizens depends, in part, on the SAI demonstrating ongoing relevance to citizens, Parliament and other stakeholders including civil society.

4. This policy applies to all PASAI office holders (including Governing Board members) and staff (including contractors and consultants²) when working on PASAI business or as a representative of PASAI.

SECTION III – Background and Context

5. This policy sets out PASAI’s and member SAIs’ strategic response to supporting the overall achievement of gender equality in the Pacific. It is essentially two-tiered and proposes:
 - a. the fostering of equality of opportunity in both PASAI and SAI organizational structures (See *Annex 1*); and
 - b. to align PASAI program-s and SAI audit practices with international auditing best practice as well as Pacific Island Forum Leaders’ policy directions concerning the advancement of gender equality and women’s empowerment (See *Annex 2*).

What is gender equality?

6. The promotion and attainment of gender equality is important for all countries to eliminate discrimination based on gender against women and girls, men and boys in social, cultural, political, and economic aspects of life.
7. Gender equality ensures that all people, whether female or male, can actively and meaningfully participate in the development of their lives, communities, and societies, free from discrimination on the basis of gender.

SECTION IV – Key Elements of Policy Implementation

What we are seeking to achieve

Gender Goal

8. PASAI promotes gender equality and women’s empowerment in the Pacific through its programs and activities.
9. PASAI supports member SAIs to enhance the gender focus in their audit practice.

How we will do this

10. The Gender Policy aims at meeting the PASAI Outcomes and the SAI Outcomes towards achieving its Gender Goal. As a key accountability organization within the Pacific, PASAI will lead by example and promote to SAIs behaviors consistent with model gender-inclusive organizations.

² Meaning those engaged by PASAI under a contract for services, or those engaged by another organization (e.g. Asian Development Bank).

11. Gender Outcomes at the SAI level and in particular modification of SAI audit practice, where appropriate, are the responsibility of the Heads of SAIs. PASAI will promote and support the achievement of these Outcomes by SAIs.

PASAI Outcomes

12. PASAI leads by example in achieving gender equality as an organization and raises SAI awareness of gender equality in their organizations.
 - 12.1 Gender equality will be promoted at the levels of PASAI management and staffing (including consultants). Where possible, there will be a gender balance in decision-making fora such as PASAI's Governing Board. Through these behaviors, PASAI will seek to raise SAI awareness of gender equality in their organizational structures and processes.
 - 12.2 PASAI will encourage and assist SAIs to engage with relevant public sector organizations such as Public Service Commissions and Ministries responsible for gender equality, as one mechanism to identify good practices promoting gender equality that are applicable to SAIs.
 - 12.3 PASAI will also promote and support SAIs in proactively participating in and contributing to the gender dialogue in their countries through their audit practice and country-based advocacy work.
13. All PASAI capacity development programs will strive to be gender balanced, and outreach activities involving interaction with civil society, such as advocacy, research or consultation will, wherever possible, include regional and country based women's organizations.
 - 13.1 The PASAI Secretariat will endeavour to ensure:
 - a. a gender balance amongst the participants in its capacity development programs, especially those leading to professional qualifications; and
 - b. that a similar balance is reflected in the resource persons delivering the programs and that gender awareness is promoted in its training materials.
 - 13.2 PASAI actively promotes the inclusion of women's groups in its consultations with civil society. This fits well with the principles espoused by *INTOSAI P 12 - Value and Benefits of SAIs: Making a difference to the lives of citizens*.

14. PASAI promotes gender awareness to SAIs in their audit practice.
 - 14.1 PASAI will promote gender awareness by highlighting gender equality in whatever materials/program interventions it develops, especially concerning the design of audits in response to the international imperative to support country implementation of the SDGs.

SAI Outcomes

15. SAIs internal practices lead to gender equality as an organization.
 - 15.1 It is expected that over the life of the PASAI Strategic Plan (2014-2024) there will be a measurable improvement with SAI policies and practices ultimately resulting in gender equality at all levels within the SAI, including the management level. It is likely that a review of SAIs' current policies and practices will be necessary to identify baseline data and also illuminate any impediments to the equal participation and advancement of women within the SAI.
 - 15.2 Trend data will be necessary to verify any long term improvement in SAI policies and practices to promote gender equality within their organization.
16. SAIs contribute to awareness of gender equality and empowerment of women in their jurisdictions and seek to influence positive changes in behaviour through their audit work.
 - 16.1 Gender should be a key component of SAIs' strategic management planning. It is especially important that as we move forward with the 2030 Agenda for Sustainable Development, that SAIs are prepared to take account of gender issues in their audit work.
 - 16.2 At both the regional and country level, SAIs should examine SDG legal and programmatic frameworks, as well as their respective fiscal structures, against the principle of equality of access to SDG interventions. This is important where aid budgets require the use of gender indicators in funded interventions.
 - 16.3 As well, SAIs should include gender issues as a part of performance audits in different sectors that have established international benchmarks. Investments in the health and education sectors are the most obvious to promote gender equality and have equality indicators, while trade, agriculture, infrastructure and governance investments are the least obvious. Nonetheless, as auditors we should be prepared to uncover any differential impact on the lives of citizens and access to program initiatives based on their gender.

Who is Responsible for Policy Implementation?

17. Upon adoption of the Policy, it will become an annex to PASAI's Strategic Plan. The Secretary-General - PASAI, in conjunction with the Chief Executive – PASAI Secretariat, have overall responsibility for its implementation. The Chief Executive is also responsible for reporting strategy outcomes to PASAI decision-making bodies.

Monitoring, Evaluation and Reporting (MER)

18. Implementation of this policy will be monitored and evaluated on a regular basis through the PASAI MER framework. To do this, PASAI will consult with SAIs on Key Performance Indicators designed to capture this information and assist them to develop relevant and reliable measures of progress.
19. PASAI will report to the Governing Board on their progress in implementing this policy on an annual basis. This will provide an opportunity for Heads of SAIs who are actively involved in implementing this Policy in their SAI to exchange experiences and share lessons learned. Analysis of this information can then be used to inform the review of the Policy at the midpoint evaluation of the overall PASAI Strategic Plan.

SECTION V – Responsibilities

20. Each staff member is expected to be aware of this policy and take positive steps to comply with it.
21. The Chief Executive has overall responsibility for this policy and its implementation.

SECTION VI – Effective Date

The Policy is effective as of 1 August 2016 in accordance with the Governing Board resolution of 1 August 2016.

SECTION VII – Review Date

The Policy was reviewed in November 2022 and is to be reviewed after two years from last review date.

SECTION VIII – Issuer

The Issuer of this Policy is the Chief Executive for PASAI.

SECTION IX – Contact and Access

1. **Contact.** For questions relating to this Gender Policy, please contact PASAI Secretariat at secretariat@pasai.org.

2. **Access.** The Policy can also be accessed at <http://www.pasai.org>

SECTION X – Related Documents

1. PASAI Charter
2. PASAI Incorporated Rules
3. PASAI Governance Code
4. PASAI Code of Ethics Policy
5. PASAI Conflict of Interests Policy
6. PASAI Financial and Asset Management Policy
7. PASAI Governance and Operational Policies
8. PASAI Guidelines for use of Social Media
9. PASAI Child Protection Policy
10. PASAI Health and Safety Policy
11. PASAI Human Resources Policy
12. PASAI Fraud Policy
13. PASAI Risk Management Policy
14. PASAI Contract Management Policy
15. PASAI Communications Policy



2021 – 2025 ROADMAP



Diversity, inclusion and accessibility roadmap

PRIDE IN PURPOSE | CURIOUS AND OPEN-MINDED | VALUING PEOPLE | CONTAGIOUS INTEGRITY | COURAGE (EVEN WHEN IT'S UNCOMFORTABLE)



At the Audit Office of New South Wales, I am proud of our commitment to ensuring we have a diverse workplace, one that is representative of our community.

We recognise that by embracing the different experiences, skills, perspectives and talents of all people in our organisation we not only create a culture of participation, and respect, but we increase innovation, creativity and overall organisational performance.

In creating the Diversity, Inclusion and Accessibility Roadmap 2021 – 2025 we've looked for ways to celebrate and harness what makes us different and we will continue to enhance our approach in response to the changing external environment.

Importantly, our commitment to diversity is something we hold ourselves accountable for. Under our [2020–2024 Corporate Plan](#) one of our corporate measures is that 90 per cent of our staff believe that personal background is not a barrier to participation.

Our people come from many different backgrounds and cultures, and we respect the unique point of view each person brings to our organisation. Diversity makes us a more vibrant, interesting, and ultimately a stronger organisation. Furthermore, embracing our diversity is fundamental to the achievement of [our values](#) and the ongoing development of our culture.

Currently, over 45 per cent of our staff come from a non-English speaking background, and 55 per cent are women. Through our partnership with CareerTrackers we continue to focus on increasing representation of Aboriginal and Torres Strait Islander peoples at the Audit Office and we are developing strategies to support and celebrate Indigenous culture within our working environment. We are proud of the fact that we proactively support staff with disabilities and we strive to follow the principle of inclusion in everything we do.

Our Diversity, Inclusion and Accessibility roadmap has four priority focus areas:

- Reconciliation
- Gender equity
- Disability and inclusion
- Diversity

The roadmap outlines short and medium-term objectives, and identifies specific Audit Office targets that are meaningful to our organisation and help us measure how we are going on our way to achieving the NSW Government targets.

The realisation of our Diversity, Inclusion and Accessibility Roadmap objectives will ultimately lead to a number of [benefits](#) for our organisation and strengthen the work we do.

We look forward to continuing our diversity, inclusion and accessibility journey over the next four years and beyond.



Margaret Crawford

Auditor-General for New South Wales
19 November 2021

HOW DOES DIVERSITY LINK TO OUR VALUES?

To help us understand why diversity is important to us we've linked diversity outcomes to the achievement of the Audit Office values.

Our values	How diversity, inclusion and accessibility will help us live those values
<p>Pride in purpose</p> <p>Our work is important, so we set high standards and strive for excellence. Our insights drive better government, and have a real impact on issues that affect the people of New South Wales.</p>	<ul style="list-style-type: none"> • We celebrate what makes us different • We have greater diversity of thinking leading to better insights • We are representative of the people of NSW so have insight into the real issues (because they are our issues) and can work to impact those.
<p>Curious and open-minded</p> <p>Our people are empowered to look outward and find the best ways and question the status quo. We are constantly curious and open to challenge.</p>	<ul style="list-style-type: none"> • We have diverse thinking which helps us think critically and problem solve • We are innovative, using our different backgrounds and experiences to create opportunities • We are future focused and due to our different experiences and thinking can challenge from various perspectives.
<p>Valuing people</p> <p>People are at the heart of what we do. Every member of our team. Our stakeholders. The people of New South Wales. We support, trust and respect our people. We work as a team.</p>	<ul style="list-style-type: none"> • We are representative of the community and our stakeholders • We recognise that everyone has something to contribute • We embrace inclusivity.
<p>Contagious integrity</p> <p>Behaving with the highest levels of integrity is fundamental to who we are. We set a high standard and inspire others to do the same. We set the example.</p>	<ul style="list-style-type: none"> • We have respect for each other • We build trust with each other and our stakeholders • We expect inclusivity from our employees.
<p>Courage (even when it's uncomfortable)</p> <p>We are impartial and objective. We listen and learn and strive for a balanced view. But we are not afraid to ask the uncomfortable questions and speak the uncomfortable truth.</p>	<ul style="list-style-type: none"> • We continually seek to improve and embed diversity and inclusivity into everything we do • We work towards a workplace that is free from unconscious bias • We speak up when someone is not heard, or something is not right.

BENEFITS OF A DIVERSE AND INCLUSIVE AUDIT OFFICE

We recognise that by embracing our different backgrounds and contributions we can create a strong and inclusive workplace and, in the process, realise a number of benefits. The realisation of the Diversity, Inclusion and Accessibility Roadmap objectives will ultimately lead to a number of benefits for the organisation and strengthen the work we do.

Benefits of a diverse and inclusive Audit Office



- Respectful workplace
- Improved diversity of thought
- New ideas and perspectives
- Representative of our community
- Greater leveraging of skills
- Improved critical thinking



- Enhanced problem solving
- Inclusivity
- Innovation
- Improved accessibility
- Reduced unconscious bias
- Better business outcomes



	Short term 2021–22	Medium term 2023–25	Targets
<p>Reconciliation</p> <p>Aims to strengthen relationships between Aboriginal and Torres Strait Islanders and non-indigenous peoples through commitment, employment, community engagement, cultural competency, and procurement.</p>	Refer to Reconciliation Roadmap	Refer to Reconciliation Roadmap	<p>Audit Office specific targets:</p> <ul style="list-style-type: none"> Publish each year progress of the Reconciliation Roadmap actions Engage a minimum of three CareerTrackers interns per year Engage at least one permanent Aboriginal person every two years In 2022 publish the First Nations Engagement Strategy Recognise at least two Aboriginal days of significance 100% of staff complete Aboriginal cultural competency training 1% of total addressable spend on goods and services, Aboriginal owned <p>These contribute to:</p> <ul style="list-style-type: none"> 3.3% of NSW public sector workforce identify as Aboriginal (PSC current target) Increase the number of Aboriginal people in senior leadership roles (at least 114 by 2025 (Premier's Priority).
<p>Gender equity</p> <p>Aims to eliminate discrimination on the basis of gender and remove barriers to equal participation.</p>	<ul style="list-style-type: none"> Continue to conduct twice-yearly gender pay gap analysis to proactively manage any identified gaps Continue to review and support flexible working arrangements Support International Women's Day events Identify women in leadership events addressing key development areas Offer women in leadership development to emerging female leaders Promote internal networking for women 	<ul style="list-style-type: none"> Continue to conduct twice-yearly gender pay gap analysis to proactively manage any identified gaps Continue to review and support flexible working arrangements Support International Women's Day events Offer women in leadership events addressing key development areas Continue to offer leadership events to emerging female leaders Build on the networking for women process 	<p>Audit Office specific targets:</p> <ul style="list-style-type: none"> At least 50% of graduates recruited each year are women 50% of our workforce are women (also PSC Workforce Diversity Report target) 50% senior leadership roles are held by women (also Premier's Priority) Deliver planned leadership events for both current and emerging female leaders Recognise International Women's Day
<p>Disability and inclusion</p> <p>Aims to meet the needs of people with a disability and increase accessibility to information, products, and the workplace.</p>	<ul style="list-style-type: none"> Investigate ways to increase the accessibility of our external products Leverage the PSC disability initiatives Investigate and develop a disability internship program As Audit Office eLearning modules come up for review or any new modules, ensure they are accessible Review procurement guidelines to include a focus on organisations that employ people with a disability 	<ul style="list-style-type: none"> Continue to increase the accessibility of our external products Implement a disability internship program Investigate options for increasing employee representation with a disability Continue to leverage the PSC disability initiatives Ensure all Audit Office eLearning modules are accessible Procure goods and services from organisations that employ people with a disability Accessibility consultant to audit the accessibility of our external documentation 	<p>Audit Office specific targets:</p> <ul style="list-style-type: none"> Offer at least one internship to a person with a disability in 2022 and onwards 100% completion of Disability Awareness module – for staff and managers Recognise International Day of People with a Disability Verify that our Annual Work Program is accessible by 2022 All audit report images to include alternate text to improve accessibility by 2023 All publications are accessible for vision impairment by 2023 All external audio-visual content has subtitles for hearing impaired by 2023 Include guidance within the Auditor-General's Report to Parliament template to ensure report highlights are written in plain English to assist readers with cognitive impairments by 2022 Foundational Data e-learning modules are fully accessible by 2021 All Audit Office eLearning modules are accessible by 2024 <p>These contribute to:</p> <ul style="list-style-type: none"> 5.6% of government sector roles held by people with a disability by 2025 (Premier's Priority)
<p>Diversity</p> <p>Aims to ensure our people are respected, included, and valued for their diverse backgrounds, experiences, capabilities and perspectives.</p>	<ul style="list-style-type: none"> Continue to build and deliver on the diversity calendar, including age and LGBTIQ+ development program Investigate PSC inclusive leadership development program Develop a detailed workforce profile to understand our current capability and demographic profile to inform future actions Investigate suitable options for diversity training including specific training on age and LGBTIQ+ diversity areas 	<ul style="list-style-type: none"> Continue to build and deliver on the diversity calendar, including age and LGBTIQ+ Roll out the agreed training on LGBTIQ+ and age diversity areas Deliver PSC inclusive leadership development program and ensure active participation Investigate different ways to present external products that are suitable for multicultural and linguistic backgrounds Develop actions to close the identified workforce profile gaps 	<p>Audit Office specific targets:</p> <ul style="list-style-type: none"> Recognise days of significance for diversity categories 90% of staff believe that personal background is not a barrier to participation 100% of staff completion of selected cultural training 100% of staff complete selected diversity training including LGBTIQ+ and age specific training by 2023 <p>These contribute to:</p> <ul style="list-style-type: none"> 23.2% of government sector roles are held by people whose first language spoken as a child was not English (PSC Workforce Diversity Report target)

RECONCILIATION ROADMAP

In this document Aboriginal refers to the First Nations peoples of the land and waters now called Australia, and includes Aboriginal and Torres Strait Islander peoples.

	Commitment	Employment	Community engagement	Cultural competency	Procurement
Short term (2021–22)	<ul style="list-style-type: none"> Develop Reconciliation Statement to complement Reconciliation Roadmap Communicate Reconciliation Statement internally to staff and externally on website Develop guidelines for staff email signature 	<ul style="list-style-type: none"> Investigate strategies to increase the attraction and employment of Aboriginal candidates Investigate other opportunities to support existing and future Aboriginal staff and students 	<ul style="list-style-type: none"> Engage and seek advice from Aboriginal stakeholders on the work of the Audit Office Investigate and plan workforce involvement with Aboriginal community programs and networks 	<ul style="list-style-type: none"> Promote dates of significance and cultural events Investigate involvement with National Reconciliation Week Festivities Continue to celebrate NAIDOC Week Implement Aboriginal cultural competency training for all staff and include in induction Promote Audit Office Acknowledgement of Country guidelines 	<ul style="list-style-type: none"> Investigate Aboriginal businesses to provide services to the Audit Office Review procurement guidelines and processes to ensure alignment with NSW Government Aboriginal Procurement Policy
Medium term (2022–25)	<ul style="list-style-type: none"> Promote the achievement of Reconciliation Roadmap actions Evaluate the Reconciliation Roadmap against achievements 	<ul style="list-style-type: none"> Implement strategies to attract, employ and retain Aboriginal candidates Implement opportunities to support existing and future Aboriginal staff and students 	<ul style="list-style-type: none"> Continue to engage and seek advice from Aboriginal stakeholders on the work of the Audit Office Support the workforce to engage with Aboriginal community programs and networks 	<ul style="list-style-type: none"> Continue to promote dates of significance and cultural events including National Reconciliation Week, NAIDOC Week Continue with cultural competence training 	<ul style="list-style-type: none"> Engage with Aboriginal businesses to provide services to the Audit Office

OUR VISION

Our insights inform and challenge government to improve outcomes for citizens.

OUR PURPOSE

To help parliament hold government accountable for its use of public resources.

OUR VALUES

Pride in purpose

Curious and open-minded

Valuing people

Contagious integrity

Courage (even when it's uncomfortable)

ABOUT THIS DOCUMENT

This document contains information that is correct at the time of production.

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SAI reporting on gender equality

By Cynthia Mangaba (MPA)



Presentation outline

1. Why report on gender?
2. What to measure & report?
3. How to include gender aspects in your Annual reports.



1. Why report on gender?



SAI Annual Reports

46% of SAIs in the region report on gender, less than half include gender priorities in their Strategic Plan

- What is measured and reported on is more likely to be prioritised - gender issues should be taken seriously.
- Enables better planning and actions.
- Institutions that priorities gender issues are better placed to receive donor support and funding – a reflection of fair labor practices and conscientious leadership.
- Holds institutions accountable for their commitments on gender equality - *government, parliament, auditees, partners, donors*
- Stimulates change through data collection processes within the SAI itself.

2. What to measure & report?

Some considerations before you start.

- What change do you want to see? What would success look like?
- Are there existing national indicators/policies that could be used or adapted?
- What legal frameworks exist that may enable or inhibit gender equality?
- What information already exists, or is being collected, to assist in tracking changes?
- How can you ensure small changes will be measured?



Selecting gender sensitive indicators

“You can’t report on something you did not measure and plan for!”

- ***What are gender sensitive indicators?***
- A gender-sensitive indicator is simply an indicator that measures gender-related changes over time.
- What change do you want to see? Gather data that will tell you whether that change is happening.
- Examples
 - Number of women promoted to leadership roles in the last three years
 - Number men and women attending training annually
 - % of men and women in the SAI completing professional courses annually

Gender indicators

International level

- Sustainable development goals (SDG) – goal 5
- The Gender-related Development Index and Gender Empowerment Measure
- Composite Indices



Regional level

- The Africa Gender and Development Index (AGDI)
- ✓ The Gender Status Index (GSI)
- ✓ The African Women's Progress Scoreboard (AWPS)



Country level

- Gender indicators at country level

3. How to report on gender

If you just communicate, you can get by. But if you communicate skillfully, you can work miracles.” – Jim Rohn

- Have a clear message on gender – tie it to the vision of the organization.
- Use the data collected to communicate that message – don't just throw stats on the page
- An example of a good format to follow when reporting on gender;
 1. **What is the issue you want to address** – state your vision e.g. Women to thrive and contribute to the growth of the organisation.
 2. **What is the challenge** – e.g high turnover of women (add supporting data) .
 3. **How you are addressing the problem** – use data to prove the change (% reduction in turn over of women in the organisation)
 4. **Future focus** – integrated with the organization's strategy and operational plans
- NB: You can't tackle everything about gender in one report. Pick your focus areas.

Recommendations

Its never too late to start – today is as good as any!

- Identify the objectives and goals – your “vision of change.” This should be the basis for choosing appropriate gender indicators against which to track progress.
- Consider a combination of qualitative and quantitative data to generate richer data.
- Integrate the gender data collection process into existing SAI systems (M&E)
- Use participatory approaches wherever possible, including in defining gender indicators.
- Use gender indicators to assess the outcomes and impacts of gender mainstreaming.
- Support and strengthen SAI staff to produce gender responsive data.
- Make regular gender evaluations or internal audits mandatory.

Thank you!





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