



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

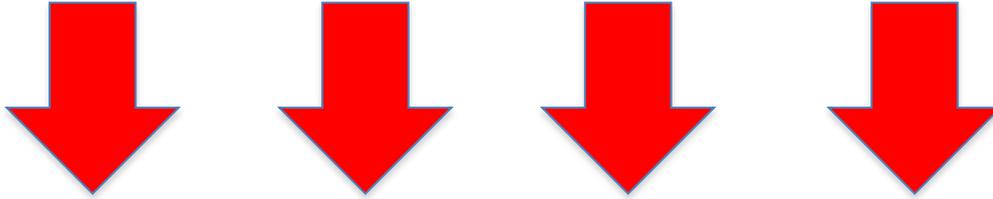
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SECTION I – Purpose

1. 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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2. 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

3. 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