

Organisational Gender Assessment Tool

Part 1: About this capacity building tool

Who is this tool for?

This capacity building tool is designed for program managers and staff of Red Cross and Red Crescent National Societies to support their policy and programming activities in meeting the humanitarian needs of the most vulnerable in local communities. This is an optional tool that National Societies can use to compliment existing tools.

How has this tool come about?

The rationale for gender equality lies in the Red Cross and Red Crescent humanitarian mandate - to prevent and alleviate human suffering without discrimination. This tool recognises that considering gender is an essential part of quality programming and that National Societies are keen to get their organisations in better shape – but need help to get started. The answer is a simple tool that can a) highlight areas in need of work and b) build on existing strengths in a step-by-step way.

What do all these words mean?

Gender

Gender refers to the social attributes and opportunities associated with being male and female. These attributes and opportunities are socially constructed, context-and time-specific and changeable. Gender significantly influences what is expected, allowed and valued in a woman, man, boy or girl in a given context. In most societies there are differences and inequalities between women and men, and between boys and girls, in responsibilities, roles, access to and control over resources, and decision making patterns (International Federation 2010:3).

Gender equality

Gender equality refers to equal rights, responsibilities and opportunities for women and men, girls and boys. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognising the diversity among different groups of women and men (AusAid 2007: 36). Equality does not mean that women and men are the same but that their enjoyment of rights, opportunities and life chances are not governed or limited by whether they were born male or female (IASC 2006:12).

Gender mainstreaming

Gender mainstreaming is the process of assessing the implications for women and men of any planned action in all areas and at all levels. It is an approach for making women's and men's concerns and experiences an integral part of the design, implementation, monitoring and evaluation of policies and programmes. This is to ensure that women and men benefit equally and inequality is not worsened.

Gender analysis

This is the process of considering the impact that a development policy, program, project or other activity may have on women, men, boys and girls, and on the economic and social relations between them – a type of social analysis that should be integrated with poverty analysis.

Why do we need to address gender?

The term 'gender' refers to the social differences between men and women that are acquired and change over time. These differences vary widely within and between cultures. The term 'gender' does not replace the term 'sex', which refers exclusively to biological differences. Red Cross' focus on gender is required to ensure that men and women's specific needs and vulnerabilities are recognised and addressed, in addition to the broader contexts of class, ethnicity, race and religion.

In most countries, women and girls are often those most in need. Moreover, the needs of women and girls often remain 'invisible' (and therefore unmet) because existing planning processes and frameworks are not necessarily attuned to the realities of their lives.

What are these realities? In countries around the world, men and boys, women and girls have different access to social and economic resources. Key resources include education, housing, work and safety – not to mention equality before the law and representation at decision-making levels. When resources are scarce, women and girls' access and opportunities are further reduced compared to men and boys.

Gender is not based on biological sex, but is rather the result of socio-historical attributes, behaviours, roles and entitlements that are given to men and boys and women and girls. The reasons why inequalities exist in the first place (and are sustained over time) are complex. They have to do with prevailing norms, conventional 'wisdom', policies, and institutions (e.g. political representation and legal structures) that continue to position women and girls as 'second' to men and boys in families, communities and nations.

Planning processes and frameworks must be sensitive to the lives of men and boys, women and girls and how their experiences are shaped by their gender. By not mainstreaming gender we risk overlooking the fundamental needs of men and boys, women and girls in policy and programming responses.

Disaster management: a powerful example

The management of disasters provides a good example of the importance of gender mainstreaming. Indeed, gender mainstreaming is crucial at every stage of the disaster response from needs assessments to preparedness planning to disaster response and recovery. A disaster management approach that takes *everyone* into account can be the difference between life and death.

Disasters in a global perspective

It is currently estimated that almost two billion people worldwide were affected by disasters in the last decade of the 20th century, 86.0% of them by floods and droughts. In 2004, a single event – the *tsunami* in East Asia – killed more than 280,000 people and displaced more than one million.

Hardship is not borne evenly: Women and girls are particularly vulnerable

Whilst disasters occur in many parts of the world with devastating impacts on all communities, people who experience marginalisation and socio-economic disadvantage are most affected. Limited resources and/or access to information and other vital infrastructures can make life during and after disasters challenging.

In communities around the world, women and girls are often excluded and disadvantaged. Their unpaid work in the home as primary caregivers of children and family members, their economic dependence on men in their lives, and persisting beliefs that they have less value than men are all factors that limit access to resources. This disadvantage can be made worse in times of disaster and its aftermath.

The impacts of not addressing gender

Men and women's different roles and resources (such as education and mobility) mean that women often have fewer opportunities to be part of formal decision-making structures compared to men. These formal structures are often engaged throughout the disaster management process. As a result, women's points of view may not be captured. The consequences of such gender blindness can be profound and devastating and can include:

- Women and girls missing out on important communications messages and community education programs about preparing for disasters.
- Relief packages are inappropriate to women's biological (sexual and reproductive) needs.
- Relief registration and distribution become based on the assumption of male-headed of households, resulting in female-headed households being overlooked.
- Supply stations being located at inappropriate distances from settlements or in dangerous areas, placing women and girls at risk of sexual assault as they go about their daily tasks.
- Communal facilities in emergency and transitional shelters exposing women and girls to sexual assault and other forms of abuse – particularly if unaccompanied. Indeed, women and girls can feel reluctant to seek shelter with shared spaces for precisely these reasons.
- Health service teams not being adequately trained to respond to the needs of women and girls, particularly those who have experienced sexual assault and violence (including by male family members).
- The rebuilding phase failing to involve women and girls leading to new housing and community infrastructures that do not meet their needs.

Part 2 and Part 3 of this capacity building tool

By completing this capacity building tool, your National Society will become better placed to mainstream gender into policy and programming responses.

Part 2: Assessment checklist is a quick way to audit the gender capacity and readiness of your National Society at the present time and can be used as a monitoring tool to see how things have progressed. The checklist is adapted from InterAction's (American Council for Voluntary International Action) *Gender audit: a tool for organisational transformation*.¹ It consists of 20 questions organised into four sections that gauge the extent to which equality between women and men is sought by your organisation – both in its programs and operations. Gender mainstreaming can only be reasonably expected when organisations provide a supportive environment for program managers, staff and volunteers to do so.

To complete the checklist you will need at least half a day, preferably in a workshop environment, with a few of your colleagues so that reflection and a shared response can be given. You can include members of your programming team, managers, and 'champions' in your organisation to help you put the process in place.

Part 3: Action Plans there are four action plans (one for each section in the checklist) with concrete actions that your organisation can take in the next 12 months to improve its gender sensitivity (and achieve a better checklist score next time). The action plans require information about WHEN the actions will happen, WHO will be responsible for their implementation, and the RESOURCES REQUIRED for the work.

To complete the action plans you will need another half day, preferably in a workshop environment, with those you think need to be involved in action planning. They could be the same people you asked to complete the checklist, or include others. Perhaps you could form an action planning working group?

Where can I get help?

For assistance in completing the checklist and action plans, contact internationalquality@redcross.org.au

¹ Further information about InterAction's gender audit tool can be found at <http://www.interaction.org/sites/default/files/Gender%20Audit%20Overview.pdf>

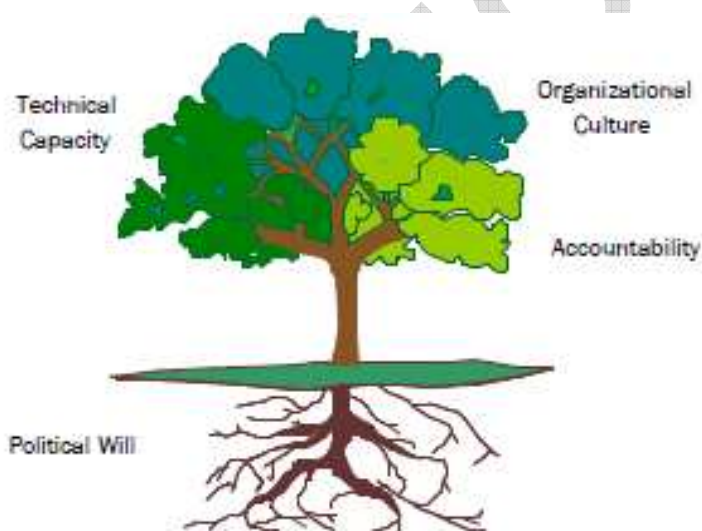
Part 2: Assessment checklist

This checklist is a quick and effective way to determine the extent to which your National Society embraces and integrates gender into its core operations and programs (e.g. through the promotion of gender equality).

The checklist is adapted from InterAction's (American Council for Voluntary International Action) *Gender audit: a tool for organisational transformation*. A unique feature of Interaction's resource is that it draws attention to four different aspects of a National Society's capacity and readiness for gender mainstreaming. The four aspects are political will, technical capacity, accountability and organisational culture.

InterAction conceptualises gender capacity and readiness as a tree. It is rooted in strong political will that allows and encourages gender equality and the empowerment of women to grow and branch out into areas of technical capacity, accountability and organisational culture.²

Gender integration is an organic process, akin to a living tree. At the root of the process is political will. An organization with strong political will, like a tree with strong roots, can support the development of three vital branches: technical capacity, accountability and a positive organizational culture.



Source: InterAction, Commission on the Advancement of Women Brochure

Instructions for completing the checklist

This checklist should ideally be completed with a few of your colleagues preferably in a workshop environment. This way, you can discuss each question, consider the viewpoints and perspectives from different parts of the organisation, and agree to a shared response. Think about including members of your programming team, managers, and gender 'champions' in your organisation. Set aside half a day to complete the checklist.

For each of the 20 statements (organised into the four different aspects of gender capacity and readiness) identify the degree to which these elements are present in your National Society by rating them from **1 (to a very small degree)** to **5 (to a great degree)**.

At the completion of each section, add up your ratings and divide that number by the number shown in the checklist. That is your score for the aspect of gender capacity and readiness being assessed.

² See the InterAction's brochure on their Commission on the Advancement of Women at <http://www.interaction.org/document/commission-advancement-women-caw-brochure>

Example ...

	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
Aspect 1 – Political Will						
The integration of gender equality in programs/projects is mandated in my National Society				4		
My National Society has a written policy that affirms a commitment to gender equality			3			
Senior management actively support and take responsibility for the implementation of our policy on gender equality (or for promoting gender equality if no policy exists)			3			
There has been an increase in the representation of women in senior management positions in the past few years		2				
My National Society has budgeted adequate financial resources to support our gender integration work			3			TOTAL divide by 5
SUB TOTALS		2	9	4		3

Etc ...

The full checklist is printed over leaf for use in your workshop.

Pilot Version

Assessment checklist for gender capacity and readiness

Date undertaken:

People involved:

	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
Aspect 1 – Technical capacity						
There is a person and/or division responsible for gender in my National Society						
Staff have been trained to have the necessary knowledge and skills to carry out their work with gender awareness						
Program/project planning, implementation, evaluation and advisory teams in my National Society consist of members who are gender sensitive						
Program/project planning, implementation, evaluation and advisory teams in my National Society include at least one person with specific expertise and skills in gender issues						
Gender analysis is built into our program planning and implementation procedures						
Gender analysis is built into our program evaluation procedures						TOTAL divide by 6
SUB TOTALS						

	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
Aspect 2 – Organisational culture						
Gender issues are taken seriously and discussed openly by men and women in my National Society						
My National Society has a reputation for integrity and competence in gender issues amongst leaders in the field of gender and development						
The working environment in my National Society has improved for women over the past two years						
Staff in my National Society are committed to the advancement of gender equality						
My National Society has made significant progress in mainstreaming gender into our operations and programs						TOTAL divide by 5
SUB TOTALS						

Continued ...

	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
Aspect 3 – Accountability						
Data collected for programs and projects are disaggregated by sex						
The gender impact of projects and programs is monitored and evaluated						
My National Society's programs and projects ensure the equal participation of, and benefit to, men, women, boys and girls.						
Gender awareness is included in job descriptions and/or in job performance criteria						TOTAL divide by 4
SUB TOTALS						

	1 Very small degree	2 Small degree	3 Moderate degree	4 Good degree	5 Great degree	
Aspect 4 – Political will						
The integration of gender equality in programs/projects is mandated by my National Society						
My National Society has a written gender policy that affirms a commitment to gender equality						
Senior management actively support and take responsibility for the implementation of our policy on gender equality (or for promoting gender equality if no policy exists)						
There has been an increase in the representation of women in senior management positions in the past few years						
My National Society has budgeted adequate financial resources to support our gender mainstreaming.						TOTAL divide by 5
SUB TOTALS						

You now have a score for each aspect of gender capacity and readiness (be sure to do the divisions). In other words, you should have four different scores that range from 1 to 5.

This is what your scores mean:

< 2	Your National Society has some work to do to improve this aspect of gender capacity and readiness.
2–3	Your National Society is moving in the right direction in this aspect of gender capacity and readiness, but there remains work to be done.
4	Your National Society has achieved a lot in this aspect of gender capacity and readiness, but embedding and sustaining your efforts remain the biggest challenges
5	Your National Society demonstrates a genuine commitment to gender capacity and readiness in this aspect of gender capacity and readiness. Congratulations!

Now move on to 'Part 3: Action plans' of this capacity building tool to see what you can do to improve your checklist scores for next time. (It is recommended that the checklist is completed annually.)

Part 3: Action Plans

The action plans will help you to improve the capacity and readiness of your National Society to mainstream gender. The suggested steps that can be taken will depend on your scores from Part 2: Assessment checklist. Therefore, not all actions will be relevant to your National Society. For instance, if you scored highly in a particular aspect of gender capacity and readiness, it is likely that your National Society will have already completed some of the suggested actions. If there is more than one aspect that requires improvement, your National Society will need to decide which one to begin with depending on your own priorities.

Instructions for completing the Action Plans

There are four action plans (one for each aspect of gender capacity and readiness) for you to complete. Ideally you will complete the plans with a few of your colleagues, preferably in a workshop environment. They can be the same people you convened for the checklist part of this capacity building tool; or you might want to include others who are important for developing action plans in your National Society. You might wish form an action planning working group.

Set aside half a day to complete the action plans.

Take each aspect of gender capacity and readiness that you have prioritised to work on, one at a time, and tick the actions you think are required of your National Society in its 'journey' towards greater gender sensitivity. To begin, look at the actions to relate to the scores your National Society achieved in the checklist. The grouping of the actions is not prescriptive; if there are actions that your National Society is ready for in other parts of the grid, then tick these too.

For example; if you got a score of 3 in Aspect 4: Political Will, look at all of the actions in the score section 2-3 of the Aspect 4: Political Will Action Plan. It may also be useful to review the actions in scores less than 2 to make sure your National Society has covered these actions.

Be sure to fill in all the columns, including 'When' the activity will take place, 'Who' will have responsibility for it, and the 'Resources' needed for it to happen (e.g. staffing and materials). You don't have to do everything at once or even in the next 12 months. It's more important to make sure that timelines, responsibilities and resources are **realistic** so that the actions you tick can be **achieved**. In other words, prioritise the actions for now; you can always revise the action plans at a later stage.

Once you have completed the action plans, be sure to agree to a review date by the end of the current 12 month period. Ideally, the first exercise to complete when you reconvene is the checklist in Part 2 of this capacity building tool, to see how you have come. You can then work as a group to revise the actions for the next 12 months. Then reconvene, reflect, revise ... and set off again!

The four action plans for you to complete begin on the next page ...

Action Plans

Date undertaken:

People involved:

	Action plan for aspect 1: Technical capacity Date (xx/yy/zz)	Tick if Required	When Will this Happen	Who is Responsible	Resources Needed
Score of < 2	Identify qualified/experienced staff who can take responsibility for resourcing and monitoring gender capacity in program planning and implementation				
	Identify the various gender analysis tools, information and resources currently available and used by program staff for planning				
Scores of 2-3	Ensure that the National Society gives responsibility to identified staff, who are qualified and experienced, to resource and monitor gender capacity building.				
	Ensure that program staff (and key volunteers) understand the need for gender sensitive responses by providing opportunities to undertake gender training and have their competencies assessed				
	Develop and circulate a set of (best-practice) gender analysis tools, information and resources so that program staff can gather sex disaggregated data and consult with men and women equally to assess needs				
	Identify gender-sensitive indicators for program areas so that staff can integrate them into planning documents and monitoring/evaluation systems				
Score of 4+	Ensure the availability of qualified/experienced staff to appraise project plans and ensure that strategies respond to findings from gender-sensitive needs assessments				
	Ensure that program staff develop risk management plans that identify how constraints to gender mainstreaming will be dealt with				
	Ensure that program staff develop terms of reference for review/technical specialists that outline specific criteria and responsibilities for assessing the strength of gender mainstreaming approach.				
	Ensure that program staff integrate gender-sensitive indicators into planning documents and monitoring/evaluation systems, and prepare project reviews and reports that include information and analysis against these indicators				
	Ensure that data and lessons learned about gender are part of the National Society's data base				
	Ensure that data and lessons learned about gender and development are periodically disseminated so that the National Society contributes to the evidence base				

Date of review:

Person responsible:

	Action plan for aspect 2: Organisational culture Date (xx/yy/zz)	Tick if Required	When Will this Happen	Who is Responsible	Resources Needed
Score of < 2	Draft an organisational strategy to mainstream gender into all aspects of the National Society's operations and programs (NOTE: the action plans being completed as part of this capacity building exercise could form the basis of this gender strategy)				
	Ensure that specific and measurable indicators are developed for the gender strategy and that responsibilities and timelines are clearly articulated				
	Ensure that data and lessons learned about gender are available to all parts of the National Society through a centralised database				
	Develop gender responsibilities and competencies for key program and project managers, staff and volunteer positions				
	Develop organisational policies that recognise and make reasonable provision for family responsibilities and the needs of women staff and volunteers in the field				
	Ensure the recruitment of experienced gender expertise to develop staff and volunteer gender capacity in all planning, monitoring and review activities (programs and operations)				
Scores of 2-3	Ensure that Board and senior staff approve the organisational strategy to mainstream gender into all aspects of the National Society's operations and programs, and commit to assessing the performance of the organisation against gender equity, programming initiatives, etc.				
	Ensure that the recruitment process for senior positions in the National Society coaches and encourages women to apply and addresses constraints to their participation				
	Ensure that training opportunities for staff are equally available to men and women; and that participation rates of women and men are monitored and used for HRD planning and budgeting				
	Ensure that the recruitment process for staff and volunteers considers gender in response to the needs of men and women beneficiaries and gender relations in the culture				
	Ensure staff and volunteer conditions make reasonable provision for family responsibilities and the needs of women staff and volunteers in the field				
	Ensure that staff remuneration packages make reasonable provision for maternity leave				
	Ensure that senior staff, program staff, communications staff and others in the National Society are using the centralised database to extract data and lessons learned about gender				

Continued ...

Action plan for aspect 2: Organisational culture		Tick if Required	When Will this Happen	Who is Responsible	Resources Needed
Date (xx/yy/zz) Continued.....					
Score of 4+	Ensure that the gender strategy is reviewed annually with information from monitoring and assessment against indicators used in developing future iterations				
	Ensure that the National Society monitors, analyses and reports on the balance of men and women staff and volunteers, their position status, and the promotion of women				
	Ensure that gender capacity is assessed as part of staff performance appraisals and linked to HRD plans; and that developing gender capacity of staff and volunteers is an integral part of HRD and HRM strategies (including their access to data, information and tools to build gender capacity)				
	Ensure that the gender strategy and the National Society's progress with gender equality in operations and programs are communicated to all stakeholders through communications and promotional mechanisms including the annual report				
	Ensure that the National Society maintains linkages with external agencies that have gender expertise and is represented on external gender forums				
	Ensure that the Board maintains its balance of men and women members or is working towards achieving equal representation				

Date of review:

Person responsible:

Pilot Version

Action plan for aspect 3: Accountability		Tick if Required	When Will this Happen	Who is Responsible	Resources Needed
Score of < 2	Date (xx/yy/zz)				
	Determine whether program staff (and key volunteers) really understand the gender differences which often affect men and women's participation in meetings, consultations, field visits and training activities – in particular the gender-specific barriers to participation experienced by women				
	Ensure that program staff (and key volunteers) understand the importance of gender mainstreaming in their work by providing opportunities to undertake gender training and have their competencies assessed				
Scores of 2–3	Ensure a basic analysis on the status of women and men is conducted in your country				
	Ensure that data collected on men and women inform program design and delivery.				
	Ensure that program staff develop training curricula, materials and targets that respond/are sensitive to gender analysis findings, pilot studies and results from consultations with men and women				
	Ensure that program staff identify the barriers to women's participation in meetings, consultations, field visits and training activities as part of project planning and review processes				
	Ensure that program staff consult with women (and girls) about appropriate ways to overcome barriers to participation including: <ul style="list-style-type: none"> • finding appropriate times and places for activities • varying the duration of activities to fit with women's domestic, productive or income responsibilities • providing interpreters for women with preferred languages other than the national language • addressing literacy and numeracy issues • providing separate meetings for women (and girls) who are not comfortable with mixed groups 				
	Ensure that program staff develop media/communications strategies and schedules that maximise opportunities for women to hear about, participate in, and benefit from project activities, and that the effectiveness of these strategies are assessed in consultation with women (in recognition that women and girls have preferred ways of receiving information and are influenced by it differently to men)				
	Ensure that IEC materials take into account women's and girls' literacy needs and their specific interests				
Score of 4+	Ensure all project management committees are gender balanced				
	Ensure that program staff provide opportunities for additional training or mentoring support to women to increase their participation in project management committees (and/or other project activities)				
	Ensure final program reports provide information and analysis of their effectiveness against agreed gender indicators				

Date of review:

Person responsible:

	Action plan for aspect 4: Political will Date (xx/yy/zz)	Tick if Required	When Will this Happen	Who is Responsible	Resources Needed
Score of < 2	Develop an anti-discrimination against women clause for inclusion in the National Society's Constitution				
	Develop a position on sexual harassment and violence against women for inclusion in the Code of Conduct				
	Complete an audit of key organisational documents such as the Constitution, mission statement and strategic plan to determine whether they uphold principles of gender equality				
	Develop organisational procedures for dealing with complaints related to gender-based discrimination, violence and sexual harassment.				
	Obtain examples of policies from other organisations that reflect a commitment to gender equality and are in line with international conventions on the rights of women and girls				
Scores of 2-3	Ensure that an anti-discrimination against women clause is included in the Constitution				
	Ensure that the Code of Conduct takes a stand against sexual harassment and violence against women				
	Ensure that principles of gender equality are upheld in key documents such as the Constitution, mission statement and strategic plan				
	Ensure there is a policy to support the procedures for dealing with complaints related to gender-based discrimination, sexual harassment, and violence against women				
	In consultation with key stakeholders (e.g. staff from all levels of the National Society, National Society partners) and using examples from other organisations, develop a policy that reflects IFRC commitments to gender equality and is in line with national legislation and international conventions				

Continued ...

Action plan for aspect 4: Political will		Tick if Required	When Will this Happen	Who is Responsible	Resources Needed
Date (xx/yy/zz)					
Continued.....					
Score of 4+	Ensure that board members, senior staff, and staff members understand the rationale for having gender equality principles, an anti-discrimination against women clause, and a position on sexual harassment and violence against women				
	Ensure that the Board adopts a policy that reflects IFRC commitments to gender equality and is in line with national legislation and international conventions				
	Ensure that the Board and staff understand and comply with the gender-based discrimination, violence and sexual harassment policy.				
	Ensure that the gender policy is distributed widely throughout the National Society and included in relevant policies and procedures manuals (including recruitment and induction)				
	Ensure that board members, senior staff, and staff members understand the gender policy and apply it to their systems and processes; and that the overall performance of the National Society is assessed against the gender policy				
	Ensure that the Board approves the gender policy and makes a commitment to its review				
	Increase recognition of the importance of annual operational budget allocations for building and monitoring the National Society's gender capacity				
	Ensure the National Society's gender policy is revised and up-to-date so it continues to reflect IFRC commitments to gender equality and remains aligned with national legislation and international conventions				
	Ensure that National Society's gender policy is used for management and program planning and as part of periodic review of the organisation's performance				
	Ensure annual operational budget allocations to building and monitoring the National Society's capacity for gender				
	Ensure that the National Society takes advantage of grant opportunities to build capacity for gender sensitivity				

Date of review:

Person responsible: