

PN-ACK-840

# The Gender Audit

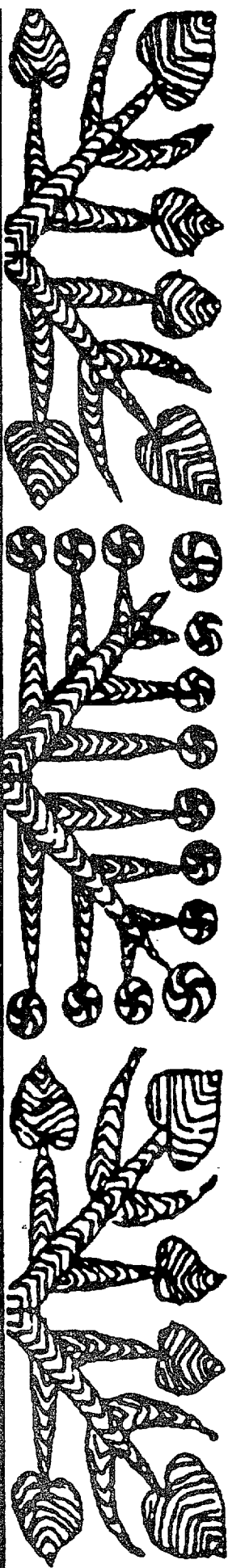
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A Process for Organizational  
Self-Assessment and Action Planning

Commission on the  
Advancement of Women

 **InterAction**  
American Council for Voluntary International Action

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# The Gender Audit

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A Process for Organizational  
Self-Assessment and Action Planning

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# THE GENDER AUDIT: AN OVERVIEW

... Development can only have a beneficial outcome for women when the working culture, structure, systems and procedures, and underlying values of the institution which shape women's lives themselves reflect a concern for gender equity.

Fenella Porter, Ines Smyth and Caroline Sweetman\*

## Rationale

Those who work on gender in development and humanitarian assistance organizations are becoming more aware of the role organizational structure and organizational culture play in the design and delivery of gender sensitive programs and projects. The differential access to and control over resources and benefits women and men encounter through development projects and humanitarian relief efforts are inextricably linked to the gendered nature of the organization providing the assistance. As Caroline Sweetman argues, "Working on gender issues obliges organizations to set their own houses in order, and change aspects of the organizational culture which discriminate against women staff and women 'beneficiaries'."<sup>1</sup>

A fundamental premise underlying the CAW's support of InterAction member agencies' gender equity initiatives is that gender equity must be integrated in member organizations programming and organizational practices to bring about sustainable organizational change. Thus, the CAW's Gender Audit is designed to capture both the programming and organizational characteristics in InterAction member agencies.

## Purpose

The Gender Audit is an assessment tool and process for organizations to use in identifying staff perceptions of how gender issues are addressed in their programming portfolio and internal organizational processes. The Audit is designed to garner information on the gender status in organization vis a vis the Gender Equity Amendments in the PVO Standards, InterAction's ethical and operational principles. The Amendments, encompassing governance, management, personnel and programs, are:

- Develop a written policy that affirms a commitment to gender equity in organizational structures and in staff and board composition;
- Train program staff in gender analysis for program planning, implementation and evaluation;
- Institute gender analysis and planning in all phases of the program process, in collaboration with local NGO partners;
- Integrate gender sensitivity into human resource development for staff at all levels to improve organizational effectiveness, promote non-discriminatory relationships and respect for diversity in work and management styles;

\* Fenella Porter, Ines Smyth and Caroline Sweetman, eds. (1999) *Gender Works: Oxfam Experience in Policy and Practice*, Oxfam Publishing, Oxford, pp. 3-4.

<sup>1</sup> Carol Sweetman, ed. (1997) *Gender in Development Organizations*, Oxfam (UK and Ireland) p.2.

- ❑ Include gender awareness in job performance criteria;
- ❑ Strive to increase the number of women in senior decision-making positions and on Boards of Directors;
- ❑ Institute family friendly policies and create an environment that enables both women and men to balance work and family life;
- ❑ Develop policies and practices that support equal pay for equal work; and
- ❑ Establish a mechanism, consistent with the organization's mission and constituency, which operates with a mandate from the CEO to promote and monitor the integration of gender equity in programs.

The Audit provides organizations with a tool and approach to assess their compliance with the Gender Equity Amendments and to develop an action plan for addressing identified weaknesses and enhancing strengths. The results of the Gender Audit provide organizations with three useful outputs: (1) a reflection of the status of gender equity within the organization, (2) a baseline for collective discussion and analysis, and (3) a participatory process that builds organizational ownership for the agency's gender equity initiative. The Audit enables organizations to identify the impact of gender relations on their agency's culture, processes, programs and organizational performance. When the specific patterns of gender relations in an organization are uncovered, it becomes possible to work within the organization to change the unequal patterns and to reinforce the equalizing ones, making the organization more gender responsive.

## Assumptions

The CAW's Gender Audit is based on several key assumptions:

1. Gender inequality is often embedded in organizations' values, culture, processes and programs.
2. Gender inequality in organizations often inherently favors masculinist content and working styles and disadvantages feminine/feminist content and working styles.
3. Organizational change in support of gender equity involves changes in women's and men's roles and relations.
4. Gender equality can enhance organizations' productivity, efficiency and sustainability because gender cross cuts every sector and section within organizations.
5. Gender equity in organizations is achievable and positive sum in the long run.

## Making Organizations Gender Responsive

The CAW's experience with InterAction members consistently highlight the significance of four (4) important elements in transforming gender blind organizations into gender responsive ones:

- ❑ **Political Will** - evidenced when top-level leadership publicly support gender integration, effectively communicate the organization's commitment to gender equity, commit staff time and financial resources, and institute needed policies and procedures.
- ❑ **Technical Capacity** - evidenced in increased staff skills in gender analysis, adoption of new systems for gender disaggregated data, and the development of gender sensitive tools and procedures.
- ❑ **Accountability** - evidenced in institutional incentive and requirement systems that encourage and reinforce behaviors within individuals and within an organization as a whole.
- ❑ **Organizational Culture** - evidenced in a gender-balanced staff, a gender sensitive governance structure, and the equal valuing of women and men's working styles.

Figure 1:

# GENDER INTEGRATION FRAMEWORK

## Vision

Integrating gender in an organization's activities and structures has both an external and internal dimension. Externally, gender integration fosters the participation of and benefits to women and men in an organization's initiatives or services. Internally, gender integration promotes women's leadership and equality in an organization's own policies and structures.

## Process

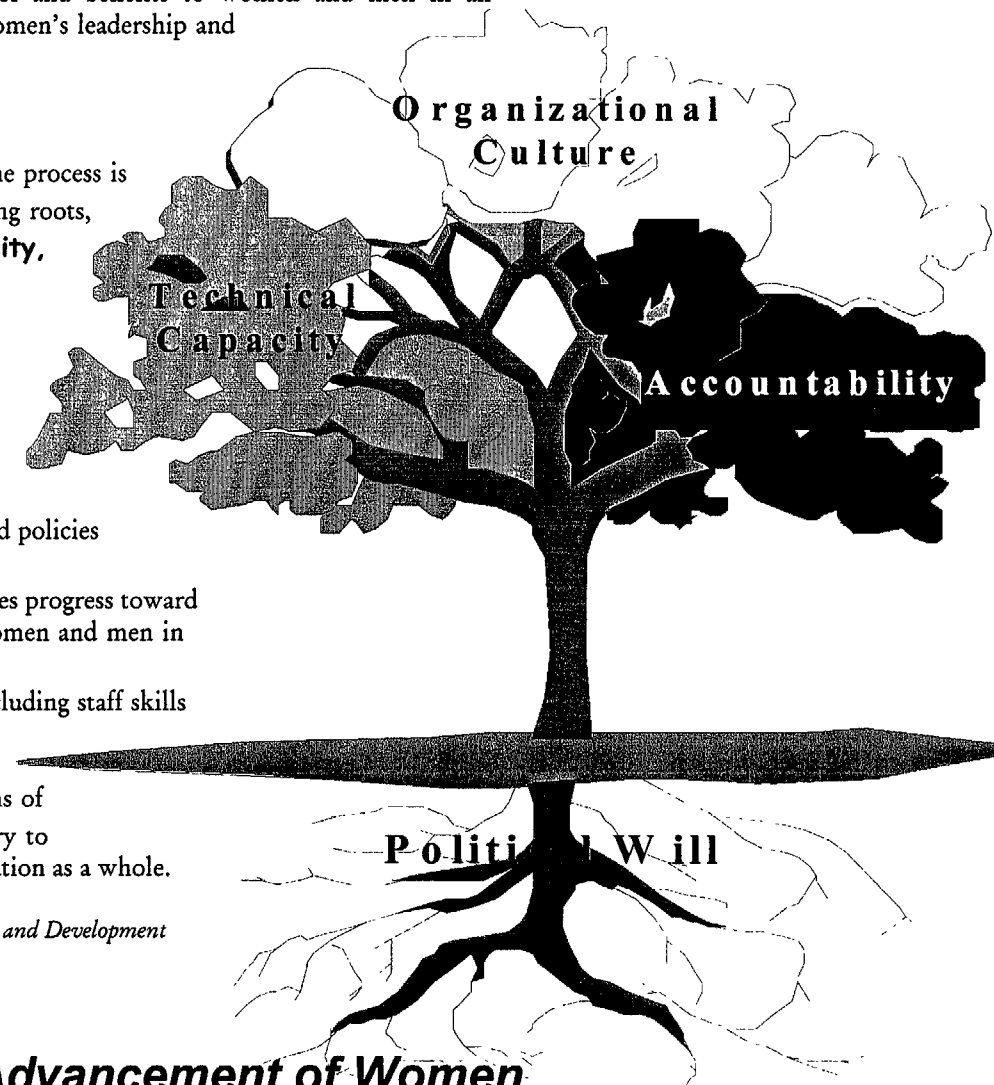
Gender integration is an organic process, akin to a living tree. At the root of the process is **political will**. An organization with strong political will, like a tree with strong roots, can support the development of three vital branches: **technical capacity**, **accountability** and a positive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

## Sustainability

To become institutionalized, gender integration builds organizational capacity and ownership in gender-sensitive programming, organizational structures, and procedures, as the four interdependent parts develop:

- **Political will** becomes evident when top-level leadership publicly support gender integration, commit staff time and financial resources, and institute needed policies and procedures.
- These conditions lead to a favorable **organizational culture**, which involves progress toward a gender balanced staff and governance structure, as well as equal valuing of women and men in the workplace.
- As organizational culture transforms, **technical capacity** must develop, including staff skills in gender analysis, adoption of systems for gender disaggregated data, and development of gender sensitive tools and procedures.
- Because gender integration ultimately involves organizational change, systems of **accountability** are also essential. Both incentives and requirements are necessary to encourage and reinforce new behaviors, within individuals and within an organization as a whole.

*Framework developed by Suzanne Kindervatter, Commission Director; Patricia Morris, Gender and Development Specialist; and Amy Woods, Program Associate. January 1999.*



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## Overview of the Gender Audit Process

The CAW's Gender Audit is a two-stage process that allows for the collection of information to assess the status of gender equity in development and humanitarian assistance organizations. The first stage of the Gender Audit process is the Gender Audit questionnaire. The questionnaire was designed to help organizations assess the range of understanding, attitudes, perceptions and reported behavior among staff in their own organization. The responses to the questionnaire also serve as a baseline of staff perceptions on the status of gender equity in their organization's programs and processes. The questionnaire focuses on the following five (5) areas of programming and six (6) areas of organizational processes:

### **Gender Audit Questionnaire Outline:**

#### **I. Programming**

1. Program Planning and Design
2. Program Implementation
3. Technical Expertise
4. Monitoring and Evaluation
5. Partner Organizations

#### **II. Organization**

1. Gender Policies
2. Staffing
3. Human Resources
4. Advocacy, Marketing and Communications
5. Financial Resources
6. Organizational Culture

The second stage of the Gender Audit process is the Discussion, Analysis and Planning Phase. This is the point where a focused review of the results of the Gender Audit questionnaire by staff of the organization takes place. The review provides the basis for action planning in support of an organization's gender equity initiative. The analysis phase presents staff with the compilation of the questionnaire results and involves them in exploring the findings and trends in more depth. Depending on the size of the organization, the second stage of the audit process may take one of three shapes. For small organizations (less than 50 staff and no overseas units), all staff can be involved in the focus group discussion and planning sessions. For medium size organizations, (50 to 300 staff and few overseas units), focus group discussions and planning sessions with representatives from the various divisions should be convened. For large organizations (over 300 staff and a significant number of overseas units), convene a Gender Task Force comprised of representatives from all levels and divisions in the organization.

The output of the Gender Audit process should be a detailed action plan that builds on the organizational strengths in support of gender equity and outlines initiatives, strategies, processes and guidelines to integrate gender in the weaker areas. The desired outcome of the Gender Audit process is shared ownership and action to move toward a gender-friendly organization.

## Preparing for the Gender Audit Process<sup>2</sup>

Institutional assessments like the Gender Audit require a strategy to communicate the initiative's rationale, purpose and intended impact on the staff's day to day work as well as the overall organizational mission. For the Gender Audit process to run smoothly, it requires consistent and demonstrated political will from senior managers in the organization. An effective and transparent communications strategy allays the fears and cautiousness often found in organizations launching a gender equity initiative.

A communications strategy is a plan, method or series of maneuvers for obtaining a specific goal or result, in this case the understanding of and support for the organization's Gender Audit. Strategic communications for the Gender Audit process focus on the needs of the organization's staff and the organization itself. In this case, the primary objectives of an internal communications strategy is to promote broad participation in the organization's assessment of gender equity in programs and organizational structure.

**The CAW recommends inclusion of the following steps for your organization's Gender Audit communications strategy:**

1. **Have senior manager's spell out your organization's gender equity mission.** The organization's senior managers should discuss what it is they are trying to accomplish. If there is an organizational gender policy, it should be reflected in your internal communication goals and regularly shared throughout the organization.
2. **Convene a brainstorming meeting.** Your organization's top decision-makers, gender task force or advisory group should hold an initial communications strategy session to clarify where communications ranks in the organization's gender equity initiative and in the plans for carrying out the Gender Audit. End the meeting by finalizing communications goals. Prepare a final communications plan with an implementation procedure, which clearly identifies the channels and content of communication. Memos, meetings, newsletters, e-mails and other channels of communication should all be mutually reinforcing.
3. **Place communications high on your priority list for the conduct of the Gender Audit.** You should have a clear understanding of where your communications strategy fits in your overall objectives and priorities for the Gender Audit, your gender equity initiative and the organization's overall goals. The strategy should cover all phases of the Gender Audit - beginning with an announcement of the initial launch of the Gender Audit to regular updates of intermediate progress throughout the implementation stage, and conclude with communications highlighting the final evaluation of the initiative.
4. **Commit to being proactive.** An internal communications strategy requires recognition of the need for the strategy and strong personal commitment to flourish. Ensure that everyone in the entire organization is shown the relationship between the elements in their jobs and the information being sought through the Gender Audit. Creativity and energy go a long way in fashioning a successful internal communications strategy.

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<sup>2</sup> Adapted from The Jossey-Bass Guide to Strategic Communications for Non-Profits, Kathy Bonk, Henry Griggs and Emily Tynes, 1999, Jossey-Bass, Inc. San Francisco, CA and the work of InterAction's Commission on the Advancement of Women.



## Conducting the Gender Audit

The Gender Audit assessment is conducted in two phases. Phase one, the Gender Audit questionnaire, staff complete a questionnaire based on the elements of the Gender Equity Amendments. Depending on the agency's size, all staff or a sample of the staff answer the Gender Audit's 82 questions. Phase two, the Focus Group/Task Force sessions, take what is learned from the questionnaire to develop a gender action plan. The Gender Audit process, when conducted in a systematic and participatory manner, results in increased organizational understanding, ownership and readiness to act on an agency-wide gender equity initiative. The following section provides directions on how to conduct phase one of the Gender Audit.

### Phase I: The Gender Audit Questionnaire

The Gender Audit questionnaire is designed to solicit three types of information concerning the status of gender equity in development and humanitarian assistance organizations. The three categories of information are the following: (1) to what extent, (2) to what intensity, and (3) with what frequency?

#### To what extent?

Questions or statements designed to determine the extent of gender equity have the following response categories:

- Not at all - there is no policy or system in place, little awareness by staff, no training available, and no expressed commitment by leadership.
- To a to a limited extent - there is a policy being developed or in place but not implemented, the system is somewhat effective, dialogue on values or norms has begun, minimal training provided, leadership supportive but not proactive.
- To a to a moderate extent - there is a policy in place and usually implemented, the system is usually effective, values and norms commonly expressed, training available to some staff, and leadership is clearly supportive.
- To a to a great extent - policy is fully in place and reliably implemented, the system is usually effective, values and norms are widely shared, training is widely implemented, and leadership is strongly and visibly committed.
- To the to the fullest extent - a comprehensive policy is fully implemented and monitored, the system is very clear and effective, value and norms are widely shared and evident in actions, there are well-designed training programs regularly available for a large number of staff, and leadership champions the issue.

#### To what intensity?

Questions or statements designed to determine the intensity of gender equity have the following response categories:

- Strongly agree - very clear and strong support for the statement.
- Agree - support for the statement.
- No Opinion - neither support or lack of support for the statement.
- Disagree - lack of support for the statement.
- Strongly disagree - very clear and strong lack of support for the statement.

## With what frequency?

Questions or statements designed to determine the frequency of gender equity have the following response categories:

- Always - very consistent and regular practices, behaviors and implementation of policies.
- Frequently - fairly reliable practices, behaviors and implementation of policies.
- Occasionally - meaning irregular practices, behaviors and implementation of policies.
- Seldom - infrequent, inconsistent practices, behaviors and implementation of policies.
- Never - no practice, behaviors or implementation of policies.

The two areas the questionnaire seeks information on the extent, intensity and frequency of gender equity are programs and organizational processes. The CAW considers these two areas central to the Gender Audit process as best practices from the InterAction community support the importance of institutionalizing the integration of gender equity in both member agency programming and organizational policies.<sup>3</sup> As indicated earlier, there are several dimensions of programming and organizational processes, which are distinguished in the Gender Audit questionnaire. On the programming side, five (5) dimensions are explored. Three of those dimensions cover the phases of the program process. Those dimensions are (1) program planning and design (2) program implementation and (3) monitoring and evaluation. The other two dimensions focus on (1) technical expertise and (2) partner organization relations. There are 4-7 questions in each sub-section of the programming section of the questionnaire. Table I provides an explanation of the kind of information each sub-section of the programming section seeks from questionnaire respondents.

Table I.

Programming Dimensions	Types of Information Sought
Program Planning and Design	The extent to which gender sensitive organizational procedures and methods are used to conceptualize and design development and humanitarian assistance projects in the field.
Program Implementation	The extent and intensity of gender responsive implementation of field projects.
Technical Expertise	The extent and frequency of technical gender expertise in the organization.
Monitoring and Evaluation	The extent and intensity with which gender disaggregated data and information is incorporated in the monitoring and evaluation of organizational projects and program outcomes.
Partner Organizations	The extent to which gender equity is integrated in an agency's partner or local NGO affiliate relations.

On the organizational side, six (6) dimensions are explored. As in the programming section there are 4-5 questions in three of the sub-sections, (1) gender policy, (2) staffing, and (3) advocacy, marketing and communications of the organizational portion of the questionnaire. The other three sub-sections, (1) organizational culture, (2) human resources, and (3) financial resources accordingly have 20, 12 and 4 questions. The six dimensions on the organizational section of the questionnaire and the types of information sought from respondents are listed in Table II.

<sup>3</sup> Kari Hamerschlag, Annemarie Reerink, Suzanne Kindervatter (ed.), (1998), 2<sup>nd</sup>ed. Best Practices for Gender Integration in Organizations and Programs from the InterAction Community, InterAction, Washington, DC.

Table II.

Organizational Dimension	Types of Information Sought
Gender Policy	The nature, quality, extent and intensity of support for the organizations gender policy.
Staffing	The extent of gender balance in organizational staffing patterns.
Human Resources	The level, extent and intensity of gender sensitive human resource policies, family friendly policies, and gender considerations in hiring and personnel reviews.
Advocacy, Marketing and Communications	The quality and extent of gender sensitivity in the organization's communications and advocacy campaigns.
Financial Resources	The level and extent of organizational resources budgeted to support gender equity efforts.
Organizational Culture	The extent and intensity of gender sensitivity in the organizational norms, structures, systems, processes and relations of power.

### List of Questions in Gender Audit Questionnaire

The Gender Audit formally begins when staff respond to the questions, thereby initiating a sketch of their knowledge and perceptions of the status of gender equity in their organization. The following is a list of the questions included in each sub-section of the Gender Audit questionnaire. It is important to know exactly what questions are asked in the questionnaire to understand the meaning of the answers given in response.

□ **Program Planning and Design**

1. Is the integration of gender equity in programs/projects mandated in your organization?
2. Are gender equity goals and objectives included in program/project design?
3. For each program/project, is there a needs assessment, including an analysis of gender roles and responsibilities in the targeted community?
4. Are best practices in gender integration in programming incorporated in subsequent program/project design?
5. Are gender questions or criterion included in your program/project proposal approval process?
6. Does your organization use participatory methods to incorporate the views and preferences of both male and female community members in project design?

□ **Program Implementation**

1. Does the implementation plan for programs/projects include activities that strengthen skills and provide women with equal access to services and training?
2. Does the implementation plan for programs/projects include activities that strengthen skills and provide men with equal access to services and training?
3. Do your project implementation strategies and plans take into account existing gender roles and interests of both male and female participants?
4. Female beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.
5. Male beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.
6. My organization has developed the capacity to recognize and handle resistance to addressing gender issues in our programs/projects.

□ **Technical Expertise**

1. Is there a person or division responsible for gender in your organization?
2. Is there assigned staff responsibility for gender integration in different departments?
3. Do staff have the necessary knowledge, skills and attitude to carry out their work with gender awareness?
4. Does your organization consistently draw upon a person or division within the organization who is responsible for gender programming?
5. Is there training of project and program staff in gender planning and analysis?
6. Program/project planning, monitoring, evaluation and advisory teams in my organization consist of members who are gender-sensitive and include at least one person with specific expertise and skills on gender issues.

□ **Monitoring and Evaluation**

1. Is gender disaggregated data collected for projects and programs?
2. Is the gender impact of projects and programs monitored and evaluated?
3. Does your organization have sectoral specific indicators that include a gender dimension?
4. Gender disaggregated data provides useful information for program/project evaluation and subsequent program/project design.
5. My organization's programs/projects contribute to the empowerment of women and the changing of unequal gender relations.
6. My organization's programs/projects contribute to increased gender equity in the following areas:
  - ◆ Material well being
  - ◆ Access to resources
  - ◆ Access to training
  - ◆ Participation in decision-making
  - ◆ Self-respect/legal status
  - ◆ Control over benefits
7. My organization's programs/projects contribute to increased gender equity in the following areas:

- ◆ Material well being
- ◆ Access to resources
- ◆ Access to training
- ◆ Participation in decision-making
- ◆ Self-respect/legal status
- ◆ Control over benefits
- ◆ Control over resources
- ◆ Participation in public sector
- ◆ Beneficiaries view of the project's benefit to their lives

□ **Partner Organizations**

1. Is commitment to gender equity a criteria in your organization's selection of partner or local NGO affiliates?
2. Is a gender policy included in the written agreements outlining your organization's relationship with partner or local NGO affiliates?
3. Does your organization provide training and tools on gender planning, analysis and evaluation to partner or local NGO affiliate staff?
4. What are some of the obstacles to incorporating gender analysis in program/project planning, implementation and evaluation in your organization? Please check all that apply.

- ◆ Unit size
- ◆ Level of staffing
- ◆ Office culture/environment
- ◆ Natural culture
- ◆ Lack of financial resources for gender programming
- ◆ Lack of staff training on gender
- ◆ Lack of gender analysis tools
- ◆ Lack of support from senior management
- ◆ Low organizational priority for gender issues
- ◆ Other

□ **Gender Policy**

1. Does your organization have a written gender policy that affirms a commitment to gender equity?
2. Does your gender policy have an operational plan that includes clear allocation of responsibilities and time for monitoring and evaluation?
3. Is gender taken into account during strategic planning for organizational activities?
4. Everyone in the organization feels ownership over the gender policy.
5. Management takes responsibility for the development and implementation of the gender policy.

□ **Staffing**

1. At headquarters, has there been an increase in the representation of women in senior management positions in the past few years?
2. In the field, has there been an increase in the representation of women in senior management positions in the past few years?
3. Has there been an increase in the representation of women on your organization's board in the past few years?

4. Are there proactive strategies implemented to recruit or promote women into senior management positions?
5. Does management show respect for diversity in work and management styles in your organization?

**Human Resources**

1. Is there a written equal opportunity policy?
2. Are there flexible work arrangements in your organization?
3. Is there a maternity and paternity leave policy?
4. Is there a child care and dependent care leave policy?
5. Is gender awareness included in all job descriptions?
6. Is gender awareness included in job performance criteria?
7. Is there training of staff in gender awareness and sensitization?
8. Is there training of senior management and members of boards in institutionalizing the integration of gender into the management of the organization?
9. My organization promotes teamwork, involving both men and women.
10. Management is committed to promoting female representation at senior levels of my organization, including the Board.
11. There has been a gradual increase of gender expertise among staff members in my organization.
12. Good performance in the field of gender is rewarded in my organization.

**Advocacy, Marketing and Communications**

1. Are advocacy campaigns and initiatives planned and informed by a gender perspective?
2. Are your advocacy policies and plans influenced and advised by women's organizations, networks and gender experts?
3. Is gender incorporated in your organization's communications, fund-raising and media strategies?
4. Is a gender perspective reflected in your publications, for example books, brochures, newsletter?

**Financial Resources**

1. Has your organization budgeted adequate financial resources to support its gender integration work?
2. Are financial resources allocated for the operationalization of the gender policy at all levels?
3. Is staff training in gender issues and analysis systematically budgeted for?

**Organizational Culture**

1. Does the organization comply with gender sensitive behavior, for example in terms of language used, jokes and comments made?
2. Does the organization comply with gender sensitive behavior and procedures to prevent and address sexual harassment?
3. Is staff in your organization committed to the implementation of a gender policy?
4. Are gender issues taken seriously and discussed openly by men and women in your organization?
5. Is gender stereotyping (e.g. "those gender blind men" or "those feminists,") addressed and countered by individual staff members in your organization?

6. There is a gap between how men and women in my organization view gender issues.
7. The staff in my organization are enthusiastic about the gender work they do.
8. Staff in my organization think that gender fits into the image of our organization.
9. Women in my organization think that the organization is woman friendly.
10. Men in my organization think that the organization is woman friendly.
11. My organization has a reputation of integrity and competence on gender issues amongst leaders in the field of gender and development.
12. My organization could do much more than it is currently doing to institutionalize gender equity.
13. The organizational culture in my organization places a higher value on the ways males tend to work and less value on the ways females tend to work.
14. Meetings in my organization tend to be dominated by male staff.
15. The working environment in my organization has improved for women over the past two years.
16. It is unfair to promote women more than men in my organization's field programs/projects.
17. In my organization, males have a much easier time establishing personal and professional networks within the organization than do females.
18. In your organization, what are three characteristics of an ideal worker?
19. What do you think your organization should do to take action on gender integration?
20. Please describe any successes or challenges you have experienced in integrating gender in programming or other aspects of work in your organization. This information will be used in follow-up research and in the targeting of support.

□ **Demographic Information**

1. Are you male or female?
2. What is your position in your organization?
3. Where is your base of work located?
4. What is your age?

## Sampling Strategies

The information from the Gender Audit questionnaire should come from the responses of staff selected as a representative sample of the organization undergoing the audit. Depending on the size of the organization, the CAW recommends the following sampling strategies. For small to medium organizations or a small country office (less than 100 staff), all staff should complete the questionnaire. For medium to large organizations, a representative sample of at least 25-30% inclusive of a proportional number of respondents from each unit or department including overseas offices should be taken. Organizations with a large number of non-program staff may wish to administer the program section of the questionnaire exclusively to program staff if there are clear indications that non-program support staff are completely unfamiliar with the organization's overseas programs. In this case, non-program staff will only fill out the organization section.

## Data Collection

The CAW has found that the response rate for the Gender Audit questionnaire increases not only when a detailed communications strategy is in place, but also when issues of confidentiality are part of the design of the administration of the questionnaire. Consequently, the CAW recommends that the questionnaire be delivered to staff via interdepartmental mail with a return stamped envelope.

The CAW has also experimented with the administration of the questionnaire via e-mail. For this option to work effectively given current technology it should have a neutral recipient to meet confidentiality requirements. It also requires either download capability or an on-screen facility able to provide adequate screen formatting of the questionnaire. In short, e-mail administration of staff responses to the questionnaire requires additional technical support, training and instructions.

## Analyzing the Results

Once you have collected staff responses to the questionnaire, you can begin the analysis of the data. The data can be tallied by hand, calculator or through a statistical analysis software package like SPSS.<sup>4</sup> The CAW recommends that you conduct the following three types of analysis on the data you collect from the questionnaire:

1. Univariate Analysis
2. Composite Measure Analysis
3. Bivariate Analysis

### Univariate Analysis

Univariate analysis focuses on the responses of a single question at a time. It helps us to describe the range and the average answer respondents provide for to each question. For example, when we calculate descriptive statistics for responses to the question "Program/project planning, monitoring, evaluation and advisory teams in my organization consist of members who are gender-sensitive and include at least one person with specific expertise and skills on gender issues," we may find an average response of "occasionally," with 6% saying "always," 23% reporting "frequently," 30% saying "occasionally," 26% reporting "seldom," and 15% saying "never."

Arriving at these percentages is rather straightforward. You basically tally the number of respondents providing the same response category for each question. In other words, you count the number of respondents who, strongly agree, agree, etc. for each question. The totals for each response category can then be translated into percentages by dividing that number by the total number of respondents. Hence if there were 100 staff that filled out the questionnaire and 20 of them strongly agreed with the first question, it would translate to 20%. It is important to translate the number of responses into percentages since they facilitate comparisons across questions. It is also useful to identify the average answer for each question. Since the Gender Audit questionnaire response categories are ordinal, the response category with the most responses represents the average answer.

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<sup>4</sup> Information on SPSS, Statistical Packages for the Social Sciences, may be found on the worldwide web at <http://www.spss.com>.



## Composite Analysis

On the other hand, the composite measure analysis is an index made up of the answers respondents provide on multiple questions that represent various indicators of a single concept, like technical capacity or one of the organization dimensions like human resources. When we calculate a composite measure statistic for technical capacity we may find that respondents on average rate the level of gender integration in the organization's technical capacity as 1.8 on a scale of 1-5 with one being low and five being high.

Creating composite measures or indexes is a three-part process. First, you must identify the questions that make up the concept or dimension you wish to measure. The CAW recommends that you create composite measures for the five (5) programming dimensions and the six (6) organizational dimensions. Second you sum the scores for each respondent's answer to the questions for the selected dimension. Be sure to exclude "don't know" responses. Third, you divide the sum by the number of questions for the selected dimension. The result is a composite measure for each respondent. Once you have calculated the composite score for each respondent, you can proceed to calculating the average composite score for the entire sample. The CAW also recommends that you create composite scores for the four (4) concepts in the Gender Integration Framework presented above. The questions the CAW recommends for inclusion in the composite scores for the four concepts are presented in the Table III. Please refer to the Gender Audit codebook in Appendix II for a key to identify the questions the variable names in Table III refer to.

Table III.

Gender Integration Framework Concepts	Questions to Include in Composite Measure/Index
Political Will	Mandate, goals, criteria, policy, plan, strategy, own, manage, senior, field, board, recruit, diverse, budget 1-4
Technical Capacity	All the questions in the technical expertise sub-section of the questionnaire
Accountability	Data, impact, sector, design, power, job 1-2
Organizational Culture	All the questions in the organizational culture sub-section of the questionnaire

## Bivariate Analysis

Bivariate analysis opens the possibility to explore cause and effect by focusing on two variables at a time. Of particular interest in a bivariate analysis are the differences in female and male staff responses to the Gender Audit questions. We may find for example that more men either agree or strongly agree that at their organization more value is placed on the way men work and less on the way women work. Because the response categories for the questions are ordinal, the CAW recommends that you crosstabulate the answers to the questions in the program and organization sections with the answers to the questions in the demographic section of the questionnaire. This analysis allows you to highlight patterns that emerge which answer the question does knowing a respondent's sex, position, age or region of work help to better predict their responses to the questions in the program and organization sections. If you are using a statistical software package, measures of association (Cramer's V and/or the Contingency Coefficient) should be calculated and you should conduct the chi-square test of statistical significance. The measures of association indicate the extent and strength of the relationship between the demographic factors and the responses to the programming and organization questions. The test of statistical significance lets you know to what extent the results you found in the crosstabulations could have occurred simply by chance or are systematic (meaning the

differences in the answers are related to the differences in the demographic factors like whether one is male or female, in the field or at headquarters, etc.).

The CAW also recommends that you calculate the correlation (Spearman's Rho) for the composite measures, particularly the four (4) concepts in the Gender Integration Framework in Figure I. The correlation analysis helps you to identify the strength of the relationship between political will, organizational culture, technical capacity and accountability.

Narrative responses should be reviewed to get a sense of respondents' range of answers. For the question on the characteristics of a good worker the top responses should be tallied and presented. For the question on recommended actions, top responses should be tallied and presented. Responses to this question should also be grouped into the four concepts of the CAW's Gender Integration Framework and presented. Finally, a sampling of frequent and interesting answers to the question on successes and failures should also be presented.

## Presenting the Gender Audit Questionnaire Results

Once you have completed the analysis of the questionnaire results, you should prepare to present the results back to the staff of your organization. It is important for an organization to be aware that the Gender Audit questionnaire provides data for analysis and that the action plan develops out of this analysis. The Gender Audit is not designed to present an expert plan for an organization to adopt. It is designed to have the action plan emerge from the participatory deliberations of the agency's staff. Consequently, it is important to critically review, summarize and display the audit results in a user-friendly manner. The CAW has found bar and pie charts to be indispensable for the display of univariate analysis results. Tables have been most useful in the presentation of bivariate analysis results.

Since the Gender Audit questionnaire results are to be used in subsequent action planning sessions, the CAW also recommends the use of a newsletter format for presentation of the most salient questionnaire results and as an initial review document for the action planning sessions. Figure II is an example of a Gender Audit newsletter. The newsletter includes the following set of information the CAW recommends for inclusion:

- The number of staff responding to the Gender Audit questionnaire
- The percent of staff respondents in different positions in the organization
- The percent of organizational regions represented by staff
- The percent of male and female staff responding to the questionnaire
- The organization's average composite score for the four (4) components of the CAW's Gender Integration Framework
- The organization's composite score for the five (5) program dimensions and the six (6) organizational dimensions
- Salient differences in male and female responses to questions in the programming and organization sections of the questionnaire
- Regional differences in the composite score for the four (4) components of the CAW's Gender Integration Framework

# InterAction®

Commission on the Advancement of Women

## SAMPLE GENDER AUDIT RESULTS

February 1999

### 700 Compassion Fund Staff Complete Gender Audit

Approximately 700 Compassion Fund staff participated in the Compassion Fund's Gender Audit questionnaire launched last November. Of the 689 respondents, 59% were male staff. The majority of the respondents (52%) to the gender audit were between the ages of 31-40 with 14% ranging in ages 22-30; 28% ranging in ages 41-50 and 6% ranging in ages 51-62. Responses to the gender audit questionnaire came from all of the Compassion Fund's regions including Asia, East Africa, South/West Africa, Latin America, and the US headquarters.

REGION	
<input type="checkbox"/> Asia	26%
<input type="checkbox"/> East Africa	24%
<input type="checkbox"/> South/West Africa	44%
<input type="checkbox"/> Latin America	19%
<input type="checkbox"/> US Headquarters	7%

*Continued on first column, page 2*

### Fertile Ground for Gender Integration at the Compassion Fund

The results of the gender audit indicate that staff find a welcoming environment for gender integration at the Compassion Fund. The Compassion Fund scores in the medium range for three of the Commission on the Advancement of Women's *Gender Integration Framework* components (Tree Diagram on page 2). The framework is a tool used by the Commission to measure staff perceptions of their organizations' level of gender integration. The Commission's experience with InterAction members suggests that organizations exhibiting the requisite level of *political will* accompanied by a positive *organizational culture*, *organizational accountability* and *technical expertise*, integrate gender quite successfully in their programs, management, and human resources procedures.

On a scale of 1-5, with "1" indicating a low level on the gender integration components and "5" indicating high, the Compassion Fund scored a 2.6 on political will, a 3.2 on organizational culture, and a 2.7 on accountability. These scores, falling in the medium range, suggest an organizational openness at the Compassion Fund for gender integration efforts in those three areas. The remaining area, technical capacity, with a score of 2.0 highlights the need/opening for improvement in this area.

*The Commission's experience with InterAction members suggests that organizations exhibiting the requisite level of political will accompanied by a positive organizational culture, organizational accountability and technical expertise, integrate gender quite successfully...*

These results fall in line with the recommendations staff identified in the gender audit. Over half of the staff respondents (52%) recommended that the technical capacity of staff be improved through gender analysis and evaluation workshops and/or the development and institutionalization of gender analysis tools for project design and evaluation. Almost 40% of the staff respondents (38%) recommended that political will be improved by actions like the development of a clear gender policy and the allocation of adequate funds for gender related tasks. A smaller percentage of staff (10%) suggested actions in the

*Continued on second column, page 2*

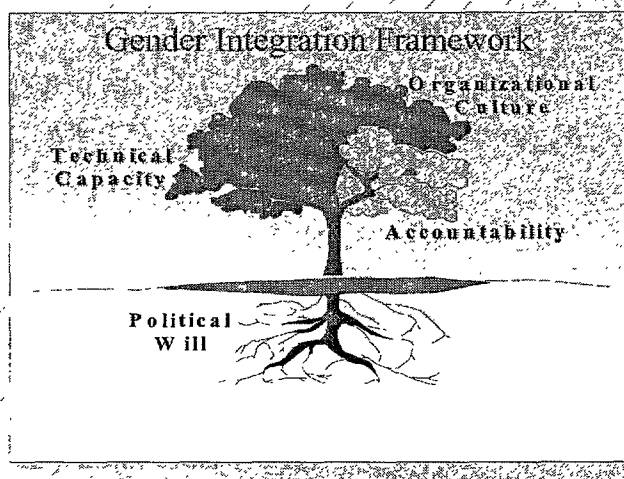
#### INSIDE THIS ISSUE

- 1 700 Compassion Fund Staff Complete Gender Audit
- 1 Fertile Ground for Gender Integration at the Compassion Fund
- 2 Staff Identified Obstacles to Gender Integration at the Compassion Fund
- 2 How the Gender Integration Process Works
- 3 Differences in Male and Female Staff Responses
- 3 Staff Ratings of the Compassion Fund's Gender Integration Activities

the Compassion Fund employees representing a wide range of staff positions filled out the gender audit questionnaire.

POSITION	
<input type="checkbox"/> Field Support Staff	4%
<input type="checkbox"/> HQ Support Staff	12%
<input type="checkbox"/> M&E Support Staff	3%
<input type="checkbox"/> Project Support Staff	33%
<input type="checkbox"/> Regional Program management	13%
<input type="checkbox"/> Sector Staff	19%
<input type="checkbox"/> Senior Management Team	15%

organizational culture component, such as making gender equity an organizational norm and increasing the number of women at the project manager level. Eight percent of respondents focused on the accountability component and suggested the inclusion of gender awareness as a core staff competency and as an evaluation criterion for project coordinators.



### STAFF IDENTIFIED OBSTACLES TO GENDER INTEGRATION AT THE COMPASSION FUND

- Lack of staff training on gender 68%
- Lack of gender analysis tools 60%
- National culture 49%
- Lack of financial resources for gender programming 37%
- Low organizational priority for gender issues 36%
- Level of staffing 32%
- Office culture/environment 30%
- Lack of support from senior management 19%
- Unit size 17%

#### OTHER OBSTACLES IDENTIFIED BY STAFF:

- Not enough time due to emergency relief and other important issues
- Gender not a priority in project planning and design
- Host government restrictions and resistance to gender equity
- Too few qualified women

### HOW THE GENDER INTEGRATION PROCESS WORKS:

Integrating gender in an organization's programs and organizational structure is an organic process, which is akin to a living tree. The tree above symbolizes the gender integration process. At the core or base of the process is *political will*, represented by the roots of the tree. An organization with strong political will, like a tree with strong roots, is able to bear much fruit, in this case the fruits of gender integration – *technical capacity, accountability* and a positive *organizational culture*.

Strong political will, exhibited in a commitment of staff time and organizational resources, facilitates a process for building organizational technical capacity and ownership to attain gender sensitive programming, organizational structures and procedures. Organizational structures and procedures promote effective institutional accountability. Strides in the areas of political will, technical capacity and institutional accountability are sustained by a positive political culture whose institutional goal is the participation of and benefits to women and men in development and humanitarian assistance programs while promoting women's leadership and equality in programs and organizational structures.

A sustainable gender integration process grows out of an organizational commitment of political will, staff time, and resources to: strengthen technical capacity; promote a positive organizational culture; and institute mechanisms for individual, programmatic, and organizational accountability. ❖

## DIFFERENCES IN MALE AND FEMALE STAFF RESPONSES TO THE GENDER AUDIT

Male and female staff responses differed in the following areas:

1. More men, about 90%, either agree or strongly agree that female beneficiaries see the Compassion Fund's programs as beneficial to their lives.
2. More females, over 20%, saw office culture as an obstacle to gender equity.
3. More men felt that there was only limited staff ownership of the Compassion Fund's gender policy.
4. Less women felt that management had respect for diversity in work and management styles.
5. More women, over 50%, felt that gender awareness was not included in all job descriptions.
6. More men, over 40%, felt that management was committed to promoting females to senior level positions.
7. More men, over 50%, agreed that there had been a gradual increase in gender expertise among staff.
8. More women, about 30%, disagreed that there are rewards for good performance in the field of gender.
9. More women, about 50%, felt that there were no resources allocated by the organization for the operationalization of the gender policy.
10. More men, about 30%, felt that organizational enforcement of the organization's sexual harassment policy is done to a great extent.
11. More women, 35%, felt that only to a limited extent are gender issues taken seriously and discussed equally among men and women in the organization.
12. More women, about 50%, felt the gender stereotypes are not addresses at all or addressed only to a limited extent in the organization.
13. More men, 40%, agree that the organization is woman friendly and also agree, 40%, that men create organizational networks easier than women.
14. More men, almost 60%, either agree or strongly agree that male staff dominates meetings.
15. More men, almost 70%, either agree or strongly agree that at the Compassion Fund more value is placed on the way men work and less on the way women work.

## Staff's Ratings of the Compassion Fund's Level of Gender Integration

The following table includes the average of staff's assessment of the Compassion Fund's level of gender integration in the 11 areas covered in the gender audit:

Program Design	3.0 -moderate extent
Program Implementation	3.0 -moderate extent
Technical Expertise	1.8 -limited extent
Monitoring and Evaluation	3.4 -moderate extent
Partner Organizations	2.0 -limited extent
Gender Policy	2.8 -moderate extent
Staffing	3.2 -moderate extent
Human Resources	3.2 -moderate extent
Marketing and Communications	3.0 -moderate extent
Financial Resources	2.2 -limited extent
Organizational Culture	3.2 -moderate extent

### *Regional Differences in Framework Components*

	Political Will	Organizational Culture
Asia	Moderate 2.6	Moderate 3.2
E. Africa	Moderate 2.9	Moderate 3.2
S/W Africa	Moderate 2.5	Moderate 3.0
L. America	Moderate 2.9	Moderate 3.2
USA	Low 1.9	Moderate 2.8
	Accountability	Technical Expertise
Asia	Moderate 2.6	Low 2.0
E. Africa	Moderate 2.7	Low 2.2
S/W Africa	Moderate 2.9	Low 1.8
L. America	Moderate 3.0	Moderate 2.5
USA	Moderate 2.5	Low 1.8

## Using the Gender Audit Results in Action Planning

The results of the Gender Audit questionnaire and the Gender Audit newsletter constitute the baseline information for collective organizational discussion and action planning. The CAW recommends that this process be a participatory one either through focus group discussions or through the deliberations of a representative Gender Task Force. The discussion and action planning sessions should include the following two steps:

1. A review of the Gender Audit results, which can be facilitated with the newsletter. This review helps staff in the focus groups or on the Gender Task Force to examine the reflection the questionnaire results paints of the status of gender equity in the organizations programs and organizational processes.
2. A discussion of action steps to address identified weaknesses and enhanced strengths. This step can be facilitated by a presentation of the action-recommendations staff proposed in the questionnaire. These action recommendations are most useful when they are placed in the four (4) categories of the CAW's Gender Integration Framework. The following are examples of action recommendations under the four categories:

□ **Political Will**

- Develop clear gender policy and have courage to implement it at all levels
- Allocate funds to train staff
- Require gender disaggregated data
- Hire more women for field positions
- Present and popularize gender equity
- Include gender equity goals and objectives in projects

□ **Technical Capacity**

- Strengthen staff analytical and program skills in gender analysis
- Awareness and provide tools for staff and partner organizations
- Create regional gender training teams
- Involve men

□ **Organizational Culture**

- Make gender equity an organizational norm
- Integrate gender equity in everyday procedures
- Use informal and formal techniques to promote gender equity
- Continue to discuss issues of gender equity with impartiality
- Ensure that human resource policies are flexible for women and men and family friendly

□ **Accountability**

- Make gender a performance criteria for project staff
- Encourage gender sensitive program/project planning and design
- Include gender awareness as a core staff competency
- Recognize and reward good work on gender equity

## Summary

Working for the realization of gender equity in the work of development and humanitarian assistance organizations requires advocacy and interventions both in the field and at headquarters. The CAW's Gender Audit process is one tool to help organizations assess where they are and what they need to do to increase gender equity in their programming portfolio and internal organizational processes. The Gender Audit enables organizations to not only get the information they need for action planning, but to also build organizational commitment to move ahead with all parties on board. The CAW cannot over-emphasize the importance of the Gender Audit as a participatory process, nor can it over-emphasize the need for internal mechanisms of information sharing to facilitate the flow of ideas and plans. As InterAction member agencies and other organizations strive to promote equitable and sustainable development and humanitarian assistance, and as they strive to comply with InterAction's Gender Equity Amendments, the Gender Audit process provides a handy tool.

## REFERENCES<sup>1</sup>

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PLAN International, (19XX), *Guidelines for Integrating the Gender Equity Principle into PLAN's Domains*, Warwick, Rhode Island.

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BRAC, (1997), "Staff Attitudinal Survey," *BRAC Technical Manual: An Action-learning Approach to Gender and Organizational Change*, BRAC, Danka: Bangladesh.

Mandy Macdonald, Ellen Springer and Irene Dubel, (1997), "Guidelines for a Gender Assessment of an Organization," *Gender and Organizational Change: Bridging the Gap Between Policy and Practice*, Royal Tropical Institute, The Netherlands.

Commission on the Advancement of Women, (1995) *Gender Survey*, InterAction, Washington, DC.

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<sup>1</sup> The listed sources were consulted in the development and design of the CAW's Gender Audit Questionnaire. A number of the issues and questions in these documents were adapted and modified for the questionnaire.



APPENDIX 1:  
CAW Gender Audit Questionnaire, 2000

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## **Commission on the Advancement of Women**

# **Gender Audit**<sup>©</sup>

**2000**

# Commission on the Advancement of Women

## Gender Audit<sup>©</sup>

2000

InterAction's Commission on the Advancement of Women is working with member organizations to help them develop a strategy to integrate gender more fully into its programming and organizational structure.

The Commission on the Advancement of Women was created in 1992 by InterAction's Executive Committee and provides services to promote gender equity in the policy and practice of InterAction member agencies. As part of your organization's plans to build on its successes to date and to address remaining challenges, InterAction's Commission on the Advancement of Women has been asked to conduct a "Gender Audit," a process in which all staff within the organization take stock of the current status of gender equity. While few organizations in the world can claim to have achieved gender equity, the purpose of a gender audit is to help identify areas of strength and achievements, innovative policies or practices, and continuing challenges as a basis for action planning.

The Gender Audit focuses on two dimensions, programming and organizational structure. The Commission has identified key indicators of progress towards achieving gender equity based on the experience of other members and on research on gender and organizational change.

Once you have completed and returned the audit, your responses will be tallied and analyzed. The results of the analysis will serve as the basis for a focus group process where a representative sample of individuals from your organization will meet to discuss the salient issues identified in the analysis of the audit responses. At the completion of the focus group process, the Commission will present recommendations to your organization's management team for consideration in your organization's strategic planning process.

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The Gender Audit is divided into two sections. Each section has a number of sub-sections which focus more closely on a specific area within that section. The questions and statements you are being asked to respond to are preceded by a list of terms and an explanation of the response categories. Read the questions or statements in each section and check the response category that best describes your response to the question or statement. Your responses will be tallied with the responses of your fellow staff members. Your identity and responses will remain confidential.

## DEFINITION OF TERMS:

GENDER	The socially learned roles and responsibilities assigned to women and men in a given culture and the societal structures that support them.
GENDER EQUITY	A condition in which women and men participate as equals, have equal access to resources, and equal opportunities to exercise control.
GENDER SENSITIVE	Being aware of the differences between women's and men's needs, roles, responsibilities, and constraints.
GENDER ANALYSIS	An organized approach for considering gender issues in the entire process of program or organizational development. The purpose of gender analysis is to ensure that development projects and programs fully incorporate the roles, needs, and participation of women and men. Gender analysis requires separating data and information by sex (known as disaggregated data) and understanding how labor, roles, needs and participation are divided and valued according to sex (whether one is a man or a woman). Gender analysis is done at all stages of development projects.

## **GENDER AUDIT OUTLINE:**

### **I. PROGRAMMING**

- A. Program Design and Guidelines**
- B. Program Implementation**
- C. Technical Expertise**
- D. Monitoring and Evaluation**
- E. Partner Organizations**

### **II. ORGANIZATION**

- A. Gender Policies**
- B. Staffing**
- C. Human Resources**
- D. Advocacy, Marketing and Communications**
- E. Financial Resources**
- F. Organizational Culture**

## EXPLANATION OF RESPONSE CATEGORIES:

The Gender Audit is designed to solicit three types of information (1) to what extent?, (2) to what intensity?, and (3) to what frequency?

### TO WHAT EXTENT?

Questions or statements designed to determine the extent of gender integration have the following response categories:

**Not at all** – there is no policy or system in place, little awareness by staff, no training available, no expressed commitment by leadership.

**To a to a limited extent** - there is a policy being developed or in place but not implemented, the system is somewhat effective, dialogue on values or norms has begun, minimal training provided, leadership supportive but not proactive.

**To a to a moderate extent** - there is a policy in place and usually implemented, the system is usually effective, values and norms commonly expressed, training available to some staff, and leadership is clearly supportive.

**To a to a great extent** - policy is fully in place and reliably implemented, the system is usually effective, values and norms are widely shared, training is widely implemented, and leadership is strongly and visibly committed.

**To the to the fullest extent** - a comprehensive policy is fully implemented and monitored, the system is very clear and effective, value and norms are widely shared and evident in actions, there are well-designed training programs regularly available for a large number of staff, and leadership champions the issue.

**Do not know or DK**- a lack of knowledge to respond to this question.

### TO WHAT INTENSITY?

Questions or statements designed to determine the intensity of gender integration have the following response categories:

**Strongly agree** - very clear and strong support for the statement.

**Agree** - support for the statement.

**No Opinion** - neither support or lack of support for the statement.

**Disagree** - lack of support for the statement.

**Strongly disagree** - very clear and strong lack of support for the statement.

### TO WHAT FREQUENCY?

Questions or statements designed to determine the frequency of gender integration have the following response categories:

**Always** - very consistent and regular practices, behaviors and implementation of policies.

**Frequently** - fairly reliable practices, behaviors and implementation of policies.

**Occasionally** - meaning irregular practices, behaviors and implementation of policies.

**Seldom** - infrequent, inconsistent practices, behaviors and implementation of policies.

**Never** - no practice, behaviors or implementation of policies.

**Do not know or DK**- a lack of knowledge to respond to this question.

**Please check the response that most accurately describes your answer to the following questions and statements:**

## I. PROGRAMMING

### A. Program Planning and Design

*This section focuses on procedures and methods used to conceptualize and design development projects in the field.*

1. Is the integration of gender equity in programs/projects mandated in your organization?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

2. Are gender equity goals and objectives included in program/project designs?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

3. For each program/project, is there a needs assessment, including an analysis of gender roles and responsibilities in the targeted community?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

4. Are best practices in gender integration in programming incorporated in subsequent program/project design?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

5. Are gender questions or criterion included in your program/project proposal approval process?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

6. Does your organization use participatory methods to incorporate the views and preferences of both male and female community members in project design?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

### B. Program Implementation

*This section focuses on how development projects actually operate in the field.*

1. Does the implementation plan for your organization's programs/projects include activities that strengthen skills and provide women with equal access to services and training?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know



2. Does the implementation plan for programs/projects include activities that strengthen skills and provide men with equal access to services and training?

- not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent         do not know

3. Do your project implementation strategies and plans take into account existing gender roles and interests of both male and female participants?

- not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent         do not know

4. Female beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.

- Strongly Agree     Agree     No Opinion  
 Disagree             Strongly Disagree

5. Male beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.

- Strongly Agree     Agree     No Opinion  
 Disagree             Strongly Disagree

6. My organization has developed the capacity to recognize and handle organizational resistance to addressing gender issues in our programs/projects.

- Strongly Agree     Agree     No Opinion  
 Disagree             Strongly Disagree

### C. Technical Expertise

*This section focuses on the level of your organization's staff expertise in gender analysis and evaluation.*

1. Is there a person or division responsible for gender in your organization?

- not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent         do not know

2. Is there assigned staff responsibility for gender integration in different departments?

- not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent         do not know

3. Does your organization consistently draw upon a person or division within the organization who is responsible for gender programming?

- not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent         do not know

4. Do staff have the necessary knowledge, skills and attitude to carry out their work with gender awareness?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

5. Have members of your organization received training in gender planning and analysis?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

6. Program/project planning, monitoring, evaluation and advisory teams in my organization consist of members who are gender-sensitive and include at least one person with specific expertise and skills on gender issues.

- |                                 |                                     |                                       |
|---------------------------------|-------------------------------------|---------------------------------------|
| <input type="checkbox"/> Always | <input type="checkbox"/> Frequently | <input type="checkbox"/> Occasionally |
| <input type="checkbox"/> Seldom | <input type="checkbox"/> Never      |                                       |

## D. Monitoring and Evaluation

*This section focuses on the extent to which gender disaggregated data and information is incorporated in the monitoring and evaluation of your organization's development projects and on program outcomes.*

1. Is gender disaggregated data collected for projects and programs?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

2. Is the gender impact of projects and programs monitored and evaluated?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

3. Does your organization have sectoral specific indicators that include a gender dimension?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

4. Gender disaggregated data provides useful information for program/project evaluation and subsequent program/project design.

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Agree             | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Disagree       | <input type="checkbox"/> Strongly Disagree |                                     |

5. My organization's programs/projects contribute to the empowerment of women and the changing of unequal gender relations.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

6. My organization's programs/projects contribute to increased gender equity in the following areas:

material well being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
access to resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
access to training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
participation in				
decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
self-respect/legal status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
control over benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
control over resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
participation in				
the public sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. My organization's programs/projects collect gender disaggregated data in the following areas:

material well being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
access to resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
access to training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
participation in				
decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
self-respect/legal status	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
control over benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
control over resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

participation in

the public sector     YES     NO     DK  
beneficiaries view of the  
project's benefit to their  
lives     YES     NO     DK

## E. Partner Organizations

*This section focuses on the level of gender integration in your organization's relations with partner or local NGO affiliates.*

1. Is commitment to gender equity a criterion in your organization's selection of partner or local NGO affiliates?

not at all     to a limited extent  
 to a moderate extent     to a great extent  
 to the fullest extent     do not know

2. Is a gender policy included in the written agreements outlining your organization's relationship with partner or local NGO affiliates?

not at all     to a limited extent  
 to a moderate extent     to a great extent  
 to the fullest extent     do not know

3. Does your organization provide training and tools on gender planning, analysis and evaluation to partner or local NGO affiliate staff?

not at all     to a limited extent  
 to a moderate extent     to a great extent  
 to the fullest extent     do not know

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4. What are some of the obstacles to incorporating gender analysis in program/project planning, implementation and evaluation in your organization? Please check all that apply.

- organization size
- level of staffing
- office culture/environment
- national culture
- lack of financial resources for gender programming
- lack of staff training on gender
- lack of gender analysis tools
- lack of support from senior management
- low organizational priority for gender issues
- other, please specify below:

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## II. ORGANIZATION

*Experience shows that there are usually underlying reasons outside of the strictly programmatic realm which affect the dynamic of programming. Please take a moment to reflect on the following areas.*

### A. Gender Policy

*This section focuses on the nature and quality of your organization's gender policy.*

1. Does your organization have a written gender policy that affirms a commitment to gender equity?

- not at all                       to a limited extent
- to a moderate extent         to a great extent
- to the fullest extent         do not know

2. Does your gender policy have an operational plan that includes clear allocation of responsibilities and time for monitoring and evaluation?

- not at all                       to a limited extent
- to a moderate extent         to a great extent
- to the fullest extent         do not know

3. Is gender taken into account during strategic planning for organizational activities?

- not at all                       to a limited extent
- to a moderate extent         to a great extent
- to the fullest extent         do not know

4. Everyone in the organization feels ownership over the gender policy.

- Strongly Agree         Agree         No Opinion
- Disagree         Strongly Disagree         NA

5. Management takes responsibility for the development and implementation of the gender policy.

- Always         Frequently         Occasionally
- Seldom         Never         NA



## B. Staffing

*This section focuses on the gender composition of staff in your organization.*

1. At headquarters, has there been an increase in the representation of women in senior management positions in the past few years?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

2. In the field, has there been an increase in the representation of women in senior management positions in the past few years?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

3. Has there been an increase in the representation of women on your organization's board in the past few years?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

4. Are there proactive strategies implemented to recruit or promote women into senior management positions?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

5. Does management show respect for diversity in work and management styles in your organization?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

## C. Human Resources

*This section focuses on human resource policies and the level and extent of gender considerations in hiring and personnel assessments.*

1. Is there a written equal opportunity policy?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

2. Are there flexible work arrangements in your organization?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

3. Is there a maternity and paternity leave policy?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

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4. Is there a child care and dependent care leave policy?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

5. Is gender awareness included in all job descriptions?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

6. Is gender awareness included in job performance criteria?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

7. Is there training of staff in gender awareness and sensitization?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

8. Is there training of senior management and members of boards in institutionalizing the integration of gender into the management of the organization?

- |  |  |
|--|--|
| <input type="checkbox"/> not at all            | <input type="checkbox"/> to a limited extent |
| <input type="checkbox"/> to a moderate extent  | <input type="checkbox"/> to a great extent   |
| <input type="checkbox"/> to the fullest extent | <input type="checkbox"/> do not know         |

9. My organization promotes teamwork, involving both men and women as equal partners.

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Agree             | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Disagree       | <input type="checkbox"/> Strongly Disagree |                                     |

10. Management is committed to promoting female representation at senior levels of my organization, including the Board.

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Agree             | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Disagree       | <input type="checkbox"/> Strongly Disagree |                                     |

11. There has been a gradual increase of gender expertise among staff members in my organization.

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Agree             | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Disagree       | <input type="checkbox"/> Strongly Disagree |                                     |

12. Good performance in the field of gender is rewarded in my organization.

- |   |  |                                     |
|---|--|-------------------------------------|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Agree             | <input type="checkbox"/> No Opinion |
| <input type="checkbox"/> Disagree       | <input type="checkbox"/> Strongly Disagree |                                     |

## D. Advocacy, Marketing and Communications

*This section focuses on the quality and gender sensitivity your organization's communication and advocacy campaigns.*

1. Are advocacy and marketing campaigns and initiatives planned and informed by a gender perspective?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

2. Are your advocacy and marketing policies and plans influenced and advised by women's organizations, networks and gender experts?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

3. Is gender incorporated in your organization's communications, fund-raising and media strategies?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

4. Is a gender perspective reflected in your publications, for example books, brochures, newsletters?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

## E. Financial Resources

*This section focuses on the level of the organization's resources budgeted for gender equity.*

1. Has your organization budgeted adequate financial resources to support its gender integration work?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

2. Are financial resources allocated for the operationalization of the gender policy at all levels?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

3. Is staff training in gender issues systematically budgeted for in your organization?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

## F. Organizational Culture

*This section focuses on the level of gender sensitivity in the culture of your organization.*

1. Does the organization encourage gender sensitive behavior, for example in terms of language used, jokes and comments made?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

2. Does the organization reinforce gender sensitive behavior and procedures to prevent and address sexual harassment?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

3. Is staff in your organization committed to the implementation of a gender policy?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

4. Are gender issues taken seriously and discussed openly by men and women in your organization?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

5. Is gender stereotyping (e.g. "those gender blind men", or "those feminists,") addressed and countered by individual staff members in your organization?

not at all                       to a limited extent  
 to a moderate extent         to a great extent  
 to the fullest extent          do not know

6. There is a gap between how men and women in my organization view gender issues.

Strongly Agree         Agree     No Opinion  
 Disagree                 Strongly Disagree

7. The staff in my organization are enthusiastic about the gender work they do.

Strongly Agree         Agree     No Opinion  
 Disagree                 Strongly Disagree

8. Staff in my organization think that the promotion of gender equity fits into the image of our organization.

Strongly Agree         Agree     No Opinion  
 Disagree                 Strongly Disagree

9. Women in my organization think that the organization is woman friendly.

Strongly Agree         Agree     No Opinion  
 Disagree                 Strongly Disagree

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10. Men in my organization think that the organization is woman friendly.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

11. My organization has a reputation of integrity and competence on gender issues amongst leaders in the field of gender and development.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

12. My organization could do much more than it is currently doing to institutionalize gender equity.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

13. The culture of my organization places a higher value on the ways males tend to work and less value on the ways females tend to work.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

14. Meetings in my organization tend to be dominated by male staff.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

15. The working environment in my organization has improved for women over the past two years.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

16. It is unfair to promote women more than men in my organization's field programs/projects.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

17. In my organization, males have a much easier time establishing personal and professional networks within the organization than do females.

Strongly Agree     Agree     No Opinion  
 Disagree     Strongly Disagree

18. In your organization, what are three characteristics of an ideal worker?

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19. What do you think your organization should do to take action on gender integration?

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20. Please describe any successes or challenges you have experienced in integrating gender in programming or other aspects of work in your organization. This information will be used in follow-up research and in the targeting of support.

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*This section focuses on the basic demographics information of the audit's respondents.*

1. Are you male or female?

male       female

2. What is your position in your organization?

senior management team

program staff

administrative staff

support staff

3. Where is your base of work located?

at headquarters

at a field office

4. What is your age?

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APPENDIX 2:  
CAW Gender Audit Codebook



**Commission on the Advancement of Women  
Gender Audit Codebook**

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
Program Planning and Design			
	MANDATE	1. Is the integration of gender equity in programs/projects mandated in your organization?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	GOALS	2. Are gender equity goals and objectives included in program/project design?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	NEEDS	3. For each program/project, is there a needs assessment, including an analysis of gender roles and responsibilities in the targeted community?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	BEST	4. Are best practices in gender integration in programming incorporated in subsequent program/project design?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	CRITERIA	5. Are gender questions or criterion included in your program/project proposal approval process?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	METHODS	6. Does your organization use participatory methods to incorporate the views and preferences of both male and female community members in project design.	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
Program Implementation			
	ACCESS1	1. Does the implementation plan for programs/projects include activities that strengthen skills and provide women with equal access to services and training?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	ACCESS2	2. Does the implementation plan for programs/projects include activities that strengthen skills and provide men with equal access to services and training?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	ACCESS3	3. Do your project implementation strategies and plans take into account existing gender roles and interests of both male and female participants?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	VALUE1	4. Female beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.	<input type="checkbox"/> [ 5 ] Strongly Agree <input type="checkbox"/> [ 4 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 2 ] Disagree <input type="checkbox"/> [ 1 ] Strongly Disagree
	VALUE2	5. Male beneficiaries of my organization's programs/projects value and see our programs/projects as beneficial to their lives.	<input type="checkbox"/> [ 5 ] Strongly Agree <input type="checkbox"/> [ 4 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 2 ] Disagree <input type="checkbox"/> [ 1 ] Strongly Disagree
	CAPACITY	6. My organization has developed the capacity to handle resistance to addressing gender issues in our programs/projects.	<input type="checkbox"/> [ 5 ] Strongly Agree <input type="checkbox"/> [ 4 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 2 ] Disagree <input type="checkbox"/> [ 1 ] Strongly Disagree



GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
Technical Expertise			
	DIVISION	1. Is there a person or division responsible for gender in your organization?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	STAFF1	2. Is there assigned staff responsibility for gender integration in different departments?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	STAFF2	3. Does your organization consistently draw upon a person or division within the organization who is responsible for gender programming?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know



GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	SKILLS	4. Do staff have the necessary knowledge, skills and attitude to carry out their work with gender awareness?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	TRAIN	5. Have members of your organization received training in gender planning and analysis?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	EXPERT	6. Program/project planning, monitoring, evaluation and advisory teams in my organization consist of members who are gender-sensitive and include at least one person with specific expertise and skills on gender issues.	<input type="checkbox"/> [ 5 ] Always <input type="checkbox"/> [ 4 ] Frequently <input type="checkbox"/> [ 3 ] Occasionally <input type="checkbox"/> [ 2 ] Seldom <input type="checkbox"/> [ 1 ] Never
Monitoring and Evaluation			

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	DATA	1. Is gender disaggregated data collected for projects and programs?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	IMPACT	2. Is the gender impact of projects and programs monitored and evaluated?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	SECTOR	3. Does your organization have sectoral specific indicators that include a gender dimension?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	DESIGN	4. Gender disaggregated data provides useful information for program/project evaluation and subsequent program/project design.	<input type="checkbox"/> [ 5 ] Strongly Agree <input type="checkbox"/> [ 4 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 2 ] Disagree <input type="checkbox"/> [ 1 ] Strongly Disagree

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	POWER	5. My organization's programs/projects contribute to the empowerment of women and the changing of unequal gender relations.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree
		6. My organization's programs/projects contribute to increased gender equity in the following areas:	
	EQUITY1	material well being	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	EQUITY2	access to resources	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	EQUITY3	access to training	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	EQUITY4	participation in decision-making	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	EQUITY5	self-respect/legal status	[ 2 ] YES [ 1 ] NO [ 7 ] DK

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	EQUITY6	control over benefits	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	EQUITY7	control over resources	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	EQUITY8	participation in the public sector	[ 2 ] YES [ 1 ] NO [ 7 ] DK
		7. My organization's programs/projects collect gender disaggregated data in the following areas:	
	DATA9	material well being	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	DATA10	access to resources	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	DATA11	access to training	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	DATA12	participation in decision-making	[ 2 ] YES [ 1 ] NO [ 7 ] DK

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	DATA13	self-respect/legal status	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	DATA14	control over benefits	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	DATA15	control over resources	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	DATA16	participation in the public sector	[ 2 ] YES [ 1 ] NO [ 7 ] DK
	DATA17	beneficiaries view of the project's benefit to their lives	[ 2 ] YES [ 1 ] NO [ 7 ] DK
Partner Organizations			
	PARTNER	1. Is commitment to gender equity a criteria in your organization's selection of partner or local NGO affiliates?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	LOCAL	2. Is a gender policy included in the written agreements outlining your organization's relationship with partner or local NGO affiliates?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	TOOLS	3. Does your organization provide training and tools on gender planning, analysis and evaluation to partner or local NGO affiliate staff?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
		4. What are some of the obstacles to incorporating gender analysis in program/project planning, implementation and evaluation in your organization? Please check all that apply.	
	OBSTACLE1	organization size	<input type="checkbox"/> [ 2 ] YES <input type="checkbox"/> [ 1 ] NO
	OBSTACLE2	level of staffing	<input type="checkbox"/> [ 2 ] YES <input type="checkbox"/> [ 1 ] NO
	OBSTACLE3	office culture/environment	<input type="checkbox"/> [ 2 ] YES <input type="checkbox"/> [ 1 ] NO
	OBSTACLE4	national culture	<input type="checkbox"/> [ 2 ] YES <input type="checkbox"/> [ 1 ] NO

5/

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	OBSTACLE5	lack of financial resources for gender programming	[ 2 ] YES [ 1 ] NO
	OBSTACLE6	lack of staff training on gender	[ 2 ] YES [ 1 ] NO
	OBSTACLE7	lack of gender analysis tools	[ 2 ] YES [ 1 ] NO
	OBSTACLE8	lack of support from senior management	[ 2 ] YES [ 1 ] NO
	OBSTACLE9	low organizational priority for gender issues	[ 2 ] YES [ 1 ] NO
	OBSTACLE10	other	TEXT
Gender Policy			
	POLICY	1. Does your organization have a written gender policy that affirms a commitment to gender equity?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	PLAN	2. Does your gender policy have an operational plan that includes clear allocation of responsibilities and time for monitoring and evaluation?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	STRATEGY	3. Is gender taken into account during strategic planning for organizational activities?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	OWN	4. Everyone in the organization feels ownership over the gender policy.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree [ 7 ] NA
	MANAGE	5. Management takes responsibility for the development and implementation of the gender policy.	[ 5 ] Always [ 4 ] Frequently [ 3 ] Occasionally [ 2 ] Seldom [ 1 ] Never [ 7 ] NA
Staffing			



GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	SENIOR	1. At headquarters, has there been an increase in the representation of women in senior management positions in the past few years?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	FIELD	2. In the field, has there been an increase in the representation of women in senior management positions in the past few years?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	BOARD	3. Has there been an increase in the representation of women on your organization's board in the past few years?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	RECRUIT	4. Are there proactive strategies implemented to recruit or promote women into senior management positions?	<input type="checkbox"/> 1 not at all <input type="checkbox"/> 2 to a limited extent <input type="checkbox"/> 3 to a moderate extent <input type="checkbox"/> 4 to a great extent <input type="checkbox"/> 5 to the fullest extent <input type="checkbox"/> 7 do not know
	DIVERSE	5. Does management show respect for diversity in work and management styles in your organization?	<input type="checkbox"/> 1 not at all <input type="checkbox"/> 2 to a limited extent <input type="checkbox"/> 3 to a moderate extent <input type="checkbox"/> 4 to a great extent <input type="checkbox"/> 5 to the fullest extent <input type="checkbox"/> 7 do not know
Human Resources			
	WRITE	1. Is there a written equal opportunity policy?	<input type="checkbox"/> 1 not at all <input type="checkbox"/> 2 to a limited extent <input type="checkbox"/> 3 to a moderate extent <input type="checkbox"/> 4 to a great extent <input type="checkbox"/> 5 to the fullest extent <input type="checkbox"/> 7 do not know

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	FLEX	2. Are there flexible work arrangements in your organization?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	LEAVE	3. Is there a maternity and paternity leave policy?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent
	CHILD	4. Is there a child care and dependent care leave policy?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	JOB1	5. Is gender awareness included in all job descriptions?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	JOB2	6. Is gender awareness included in job performance criteria?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	AWARE	7. Is there training of staff in gender awareness and sensitization?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	INSTITUTE	8. Is there training of senior management and members of boards in institutionalizing the integration of gender into the management of the organization?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	TEAM	9. My organization promotes teamwork, involving both men and women.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	PROMOTE	10. Management is committed to promoting female representation at senior levels of my organization, including the Board.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree
	INCREASE	11. There has been a gradual increase of gender expertise among staff members in my organization.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree
	REWARD	12. Good performance in the field of gender is rewarded in my organization.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree
Advocacy, Marketing and Communications			
	ADVOCACY	1. Are advocacy campaigns and initiatives planned and informed by a gender perspective?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	ADVICE	2. Are your advocacy policies and plans influenced and advised by women's organizations, networks and gender experts?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	MEDIA	3. Is gender incorporated in your organization's communications, fund-raising and media strategies?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	PR	4. Is a gender perspective reflected in your publications, for example books, brochures, newsletters?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
Financial Resources			



GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	BUDGET1	1. Has your organization budgeted adequate financial resources to support its gender integration work?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	BUDGET2	2. Are financial resources allocated for the operationalization of the gender policy at all levels?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
	BUDGET3	3. Is staff training in gender issues and analysis systematically budgeted for in your organization?	<input type="checkbox"/> [ 1 ] not at all <input type="checkbox"/> [ 2 ] to a limited extent <input type="checkbox"/> [ 3 ] to a moderate extent <input type="checkbox"/> [ 4 ] to a great extent <input type="checkbox"/> [ 5 ] to the fullest extent <input type="checkbox"/> [ 7 ] do not know
Organizational Culture			

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	COMMENT	1. Does the organization comply with gender sensitive behavior, for example in terms of language used, jokes and comments made?	<input type="checkbox"/> 1 not at all <input type="checkbox"/> 2 to a limited extent <input type="checkbox"/> 3 to a moderate extent <input type="checkbox"/> 4 to a great extent <input type="checkbox"/> 5 to the fullest extent <input type="checkbox"/> 7 do not know
	HARASS	2. Does the organization comply with gender sensitive behavior and procedures to prevent and address sexual harassment?	<input type="checkbox"/> 1 not at all <input type="checkbox"/> 2 to a limited extent <input type="checkbox"/> 3 to a moderate extent <input type="checkbox"/> 4 to a great extent <input type="checkbox"/> 5 to the fullest extent <input type="checkbox"/> 7 do not know
	COMMIT	3. Is staff in your organization committed to the implementation of a gender policy?	<input type="checkbox"/> 1 not at all <input type="checkbox"/> 2 to a limited extent <input type="checkbox"/> 3 to a moderate extent <input type="checkbox"/> 4 to a great extent <input type="checkbox"/> 5 to the fullest extent <input type="checkbox"/> 7 do not know



GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	DISCUSS	4. Are gender issues taken seriously and discussed openly by men and women in your organization?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	STEREO	5. Is gender stereotyping (e.g. "those gender blind men" or "those feminists,") addressed and countered by individual staff members in your organization?	[ 1 ] not at all [ 2 ] to a limited extent [ 3 ] to a moderate extent [ 4 ] to a great extent [ 5 ] to the fullest extent [ 7 ] do not know
	GAP	6. There is a gap between how men and women in my organization view gender issues.	[ 1 ] Strongly Agree [ 2 ] Agree [ 3 ] No Opinion [ 4 ] Disagree [ 5 ] Strongly Disagree
	WORK	7. The staff in my organization are enthusiastic about the gender work they do.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	IMAGE	8. Staff in my organization think that the promotion of gender fits into the image of our organization.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree
	THINK1	9. Women in my organization think that the organization is woman friendly.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree
	THINK2	10. Men in my organization think that the organization is woman friendly.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree
	INTEGRITY	11. My organization has a reputation of integrity and competence on gender issues amongst leaders in the field of gender and development.	[ 5 ] Strongly Agree [ 4 ] Agree [ 3 ] No Opinion [ 2 ] Disagree [ 1 ] Strongly Disagree

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	MORE	12. My organization could do much more than it is currently doing to institutionalize gender equity.	<input type="checkbox"/> [ 1 ] Strongly Agree <input type="checkbox"/> [ 2 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 4 ] Disagree <input type="checkbox"/> [ 5 ] Strongly Disagree
	CULTURE	13. The culture of my organization places a higher value on the ways males tend to work and less value on the ways females tend to work.	<input type="checkbox"/> [ 1 ] Strongly Agree <input type="checkbox"/> [ 2 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 4 ] Disagree <input type="checkbox"/> [ 5 ] Strongly Disagree
	MEETINGS	14. Meetings in my organization tend to be dominated by male staff.	<input type="checkbox"/> [ 1 ] Strongly Agree <input type="checkbox"/> [ 2 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 4 ] Disagree <input type="checkbox"/> [ 5 ] Strongly Disagree
	PAST	15. The working environment in my organization has improved for women over the past two years.	<input type="checkbox"/> [ 5 ] Strongly Agree <input type="checkbox"/> [ 4 ] Agree <input type="checkbox"/> [ 3 ] No Opinion <input type="checkbox"/> [ 2 ] Disagree <input type="checkbox"/> [ 1 ] Strongly Disagree

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GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	UNFAIR1	16. It is unfair to promote women more than men in my organization's field programs/projects.	[ 1 ] Strongly Agree [ 2 ] Agree [ 3 ] No Opinion [ 4 ] Disagree [ 5 ] Strongly Disagree
	UNFAIR2	17. In my organization, males have a much easier time establishing personal and professional networks within the organization than do females.	[ 1 ] Strongly Agree [ 2 ] Agree [ 3 ] No Opinion [ 4 ] Disagree [ 5 ] Strongly Disagree
	THREE	18. In your organization, what are three characteristics of an ideal worker?	TEXT
	ACTION	19. What do you think your organization should do to take action on gender integration?	TEXT

GENDER AUDIT SECTION	FIELD (VARIABLE) NAME	QUESTION	RESPONSE CATEGORIES AND CODES
	EXAMPLES	20. Please describe any of the successes or challenges you have experienced in integrating gender in programming or other aspects of work in your organization. This information will be used in follow-up research and in the targeting of support.	TEXT
Demographics			
	SEX	1. Are you male or female?	[ 1 ] male [ 2 ] female
	POSITION	2. What is your position in your organization?	[ 4 ] senior management staff [ 3 ] program staff [ 2 ] administrative staff [ 1 ] support staff
	BASE	3. Where is your base of work located?	[ 1 ] at headquarters [ 2 ] at a field office
	AGE	4. What is your age?	NUMBER

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