

DEPARTMENT OF HUMAN DEVELOPMENT
NATIONAL CATHOLIC SECRETARIAT



GENDER & SOCIAL INCLUSION ASSESSMENT

JUNE 23, 2014
ACCRA, GHANA

With Technical Assistance of CRS (Ghana)



**DEPARTMENT OF HUMAN DEVELOPMENT
NATIONAL CATHOLIC SECRETARIAT**



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BACKGROUND

The Department of Human Development (DHD) in the National Catholic Secretariat (NCS) of Ghana participated in an organizational self-assessment titled Strengthening Transparency, Accountability and Responsiveness in Ghana (STAR) in February 2012 and July 2013. Among other organizational capacities, the tool asked survey takers to score the DHD on gender mainstreaming, gender impact and gender policy and practice within the organization. The scale used was 1 (very little capacity/emerging capacity in this area) to 5 (extremely high level of capacity). The 2012 and 2013 results and score comparison and justification are below:

Category	2012 Score and Meaning	2013 Score and Meaning	2013 Score Comparison & Justification
Gender mainstreaming	2 - Gender is an aspect of some of the organization's programmes. Organisation's personnel are conversant with basic gender issues and some approaches to working on gender with others.	4 - Organisation annually reviews its GESI strategy and implementation and adopts recommendations from internal and external reviewers.	No documented policy on gender, but there is an improvement in the involvement of issues of gender in programming. This resulted in the increase in score from 2 to 4.
Gender impact	2 - Organisation has raised awareness of the need for change in gender equality and/or equity in many of its programmes.	3 - Advises other organisations on gender strategy, policy and practice, mainstreaming and training across themes and across the nation.	The grade of 3 is informed by the continuous effort to bring change in issues of gender and gender equality. Work is in progress.
Gender policy & practice within DHD	1 - No formally stated or documented policy addressing gender balance as an issue or a goal. Organization is heavily dominated by one gender at all levels.	2 - There is a formal documented gender policy supported by the HR department and general management; it is also exhibited in the organization's staffing structure and work, and it is equity compliant.	Even though there is no gender policy, DHD has recognized the need to focus on gender issues. This is a marked improvement from the 2012 assessment where it scored 1, no existing policy and no designated staff person.

STAR-Ghana instructions direct three persons from the participating organization to undertake the assessment together as a team. Together they rate the organisation on a scale of 1-5 and provide explanation for the score giving practical evidence of each capacity area. The above language regarding scores and meanings as well as score comparisons and justifications were pulled from the 2012 and 2013 assessments. In 2012, three staff formed the team to complete the assessment, and in 2013, a team of four staff participated.

The results of the STAR-Ghana assessment led the Executive Secretary for the DHD, Samuel Zan Akologo, to recognize the need for strengthening the DHD's gender capacity and to request CRS Ghana's assistance in becoming a more gender responsive

organization. The 2013-2014 International Development Fellow, Margaret Jackson, coordinated the assessment in close collaboration with the Executive Secretary. Trish Ahem, CRS' Senior Technical Advisor for Gender, was consulted in preparing the assessment, and she provided guidance and recommendations for tools and resources, including the recommendation to use the Inter Action Gender Audit Handbook that detailed the assessment structure outlined in the methodology below.

The gender assessment took place at the NCS in Accra, Ghana on June 23, 2014.

OUTLINE OF GENDER ASSESSMENT METHODOLOGY

1. SURVEY CREATION

- a. A 22-question survey was created based on guidelines and questions outlined in Inter Action Gender Audit Handbook.
- b. Survey targeted 22 Program and Technical staff identified in the DHD HR staff list shared by Executive Secretary.

2. SURVEY ADMINISTRATION

- a. Executive Secretary scheduled a meeting with DHD employees on June 23, 2014 designating 1 day to complete the survey and focus group discussions with its staff.
 - i. Executive Secretary introduced the assessment and the background for choosing to administer it to the department's staff.
 - ii. The IDF presented a nine slide presentation about the strategic importance of integrating gender in operations and programming; CRS Global Gender Strategy and its relation to Social Inclusion and Option for the Poor; and, an introduction to the gender assessment survey and focus groups processes.
- b. The IDF administered the survey, collected, compiled and analyzed responses.

3. FOCUS GROUP DISCUSSIONS

- a. Nine staff, Program and Technical staff were randomly chosen for focus group discussions from the survey registration sheet. The group met for approximately 1 hour.
- b. Executive Secretary scheduled a second focus group with the 5 available DHD Directors (not all were available due to scheduled leave out of the country). The group met for approximately 1 hour.

4. REPORT & RECOMMENDATIONS

- a. The IDF compiled quantitative and qualitative data collected from the surveys and focus group discussion, analyzed it and wrote a report of findings and recommendations.
- b. The report will be shared with Executive Secretary and the DHD Directors for further action.

GENDER ASSESSMENT METHODOLOGY NARRATIVE

The approach to the NCS-DHD's gender assessment follows the approach outlined in Inter Action's Gender Audit which includes a process for organizational assessment. The participatory analysis aims to identify organizational strengths and challenges as well as opportunities for increasing gender skills, organizational equality and integrating gender into DHD's systems and operations and programs and projects.

The Inter Action Gender Audit has three stages: 1) Survey, 2) Focus Groups, and 3) Gender Plan of Action, and the gender assessment completed stages 1 and 2; the third phase will be completed by DHD. The intention of this activity with DHD was to complete the survey and the focus groups in order to gather information and analyze it and make recommendations for next steps. The findings and recommendations for next steps will be submitted to DHD in a report for their action.

STAGE ONE: GENDER AUDIT QUESTIONNAIRE

The Gender Audit questionnaire was designed to build understanding about how well the organization is integrating

gender. A 22-question survey was administered and the responses collected yielded a detailed picture of the organization's gender integration focused on four key components for successful gender integration: political will, technical capacity, organizational culture and accountability. A sample of the survey is in the annex. Definitions for each category are below.

- **Organizational Culture** included norms, customs, beliefs and codes of behavior in an organization that support or undermine gender equality – how people relate; what are seen as acceptable ideas; how people are 'expected to behave' and what behaviors are rewarded.
- **Political Will** includes the ways in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for the commitment to working toward gender equality in the organization.
- **Accountability** includes the mechanisms by which an

organization determines the extent to which it is 'walking the talk' in terms of integrating gender equality in its programs and organizational structures.

Technical Capacity is the level of ability, qualifications and skills individuals in an organization need to carry out the practical aspects of gender integration for enhanced program quality and level of institutionalization of gender equitable organizational processes.

STAGE TWO: FOCUS GROUP DISCUSSIONS

All the results of the gender audit questionnaire were reviewed and explored in two focus group conversations: one with 9

randomly chosen DHD staff chosen from the survey registration sheet and one group of DID and NCS Directors. The intent of this stage was to clarify survey results, gain additional insights into the results and explore how staff envision an organization that is gender integrated. Focus group results were compiled into a report identifying findings and recommendations.

STAGE THREE: REPORT OF FINDINGS & RECOMMENDATIONS

The report includes recommendations to build on the strengths discovered during the survey and focus group stages of the audit process.

SURVEY RESULTS

A total of 30 individuals participated in the survey: 29 DHD staff and one cross-departmental Human Resources Manager. Disaggregated, 14 women and 16 men took part.

A summary of survey scores per category and their ranking highest (best) to lowest (worst) scores are below. The highest possible score was a 5 and the lowest possible score was a 0. The averaging of the categories' scores indicate that the DHD is currently performing slightly below average as a gender responsive organization.

1. Organizational Culture – scored 3.0 out of 5
1. Political Will – scored 2.8 out of 5
2. Accountability – scored 2.6 out of 5
3. Technical Capacity – scored 2.2 out of 5

The top three scoring categories were separated by just 0.2 points except the lowest scoring category, Technical Capacity, which scored 0.4 points lower than category immediately preceding it. The top three categories are so close in points demonstrating that these categories are currently maintaining a relative balance in ability and strength which is positive.

In addition to the scored questions asked in the survey, two open-ended questions were included. The questions are identified below with the most common and repeated responses.

1. What do you think your organization should do to mainstream gender equality? Repeated themes in answers: Create and implement gender policy and a framework for accounting for gender; educate staff and create awareness for gender integration; increase number of women in leadership roles and improve practices to support working mothers; improve and increase communication between staff and leadership regarding gender.

2. Please describe any successes or challenges you have experienced or witnessed in integrating gender in the operations and programming in the DHD. Repeated themes for successes: Relationships between staff and leadership are positive; knowledge of the importance of gender even in the absence of a policy or framework is in place.

Repeated themes for challenges: Few women in leadership roles; minimal communication about gender within the DHD and minimal knowledge about the department's history of gender programs.

**The complete data set is included in an attachment including more information about the scores of each question and category listed below.*

Gender Integration Category	Ranking	Score	Lowest score per category	Highest score per category	Definition of Categories
Organizational Culture	1 (best)	3.0	69, Q16: Gender issues are taken seriously and discussed openly by men and women in my organization.	101, Q19: Staff in my organization is committed to the advancement of gender equality.	Norms, customs, beliefs and codes of behavior in an organization that support or undermine gender equality (how people relate); what are seen as acceptable ideas; how people are "expected to behave;" and what behaviors are rewarded.
Political Will	2	2.8	67, Q2: My organization has a written policy that affirms a commitment to gender equality.	106, Q1: The integration of gender equality in operations and programs is mandated in my organization.	Ways in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for and commitment to working toward gender equality in the organization.
Accountability	3	2.6	64, Q11: Gender analysis is built into our program evaluation procedures.	101, Q14: My organization's programs/projects contribute to the empowerment of women/girls and the changing of unequal gender relations.	Mechanisms by which an organization determines the extent to which it is "walking the talk" in terms of integrating gender equality in its programs and organizational structures.
Technical Capacity	4 (worst)	2.2	47, Q9: Staff are trained on gender planning and analysis.	89, Q 7: Staff has the necessary knowledge, skills and attitudes to carry out their work with gender awareness.	Level of ability, qualifications and skills individuals in an organization need to carry out the practical aspects of gender integration for enhanced program quality and level of institutionalization of gender equitable organizational processes.

FOCUS GROUP RESULTS

The first focus group discussion with DHD staff included 4 females and 5 males. The second focus group discussion with the DHD Directors included 1 female, a cross-departmental representative in-charge of Human Resources, and 4 male Directors. The compiled responses below report the summary of the most common, consistently stated themes per each focus group question. The same questions were asked in each focus group.

1. Which of the results of the Gender Audit Questionnaire were in line with your experiences at this organization?

Summary of answers: The slightly below averages of each categories' score was not a surprise. The fact that there is no gender policy in place continued to come up, but also it was stated that leadership is making a strong effort towards progress in gender. Concern exists regarding equal opportunity and support for women to succeed in the DHD, including support for working mothers and equal opportunity in staff recruitment.

2. Which results were surprises?

Summary of answers: It was a surprise that organizational culture received the highest score because the Department does not have a gender policy or a well-known history of gender programming within the organization or its programs. It was felt that the score for technical capacity should have been higher because even though there is not a framework or policy for gender, the staff are aware of it.

It is noted, however, the survey scores for each of the technical capacity questions were below average. Of these, the lack of training and gender planning and analysis and the lack of gender analysis being built into program planning and implementation stand out.

3. What do you recommend that your organization do to build on its strengths and address remaining challenges?

Summary of answers: Multiple non-related responses were given to this question. Among them was the need to create and implement a gender policy, find funding to support gender

efforts, better communicate what the DHD is doing in regards to gender to stakeholders and staff, identify ways to be more supportive of working mothers and include more women in decision-making.

Leadership is supportive of becoming a more gender responsive organization, and the DHD has the technical capacity for better mainstreaming gender. There is a desire to use that to create a policy and apply a framework and indicators identified by the DHD to consistently measure specific gender outcomes. This framework would also help in bringing partners onto the 'same page' regarding gender and its significance.

4. What is your vision of gender equity for your organization?

Summary of answers: Responses centered on orienting staff about gender and building awareness about gender. Also mentioned was the need to actively demonstrate its significance via Departmental education and training events for staff. The need for a gender policy continuously arises and once it is created, it should be audited to measure progress and adherence. Include more women in leadership positions, as well as acknowledge that men and women have different strengths and should be encouraged to collaborate in order to grow towards

being a more equal organization that promotes gender equality in its projects and communities.

NCS DHD leadership is open to change, and it is already very supportive of gender, so it has high hopes to continue this momentum furthering gender in the organization. Examples of how participants wanted to do this are cited below.

- Develop programming that addresses inequality in its particular context
- Determine how the DHD wants to measure/account for gender; does it want to reestablish a gender desk, what tools should be put in place, what frameworks should be implemented, etc.
- How do we bring men and women together to work towards progress in programming.
- Informally report on gender indicators within the DHD even if disaggregated data is not required by donors.

RECOMMENDATIONS

Based on the information collected from the surveys and the focus group discussions, the recommendations are divided into first and second level recommendations according to ease of implementation ('low hanging fruit') the urgency, recurrence of themes and general importance placed on them from the compiled data.

First Level Recommendations – 'Low hanging fruit'

1. Communicate the results of the gender assessment to NCS and the DHD staff, and reiterate leaderships' desire to build on the identified strengths and improve on the challenges
2. Form a working group on gender including all levels of DHD staff and put them in charge of communicating gender-related concerns and priorities between staff and leadership as well as promoting awareness and visibility and improved knowledge about gender both in operations and programs.
3. Identify how to incorporate gender monitoring and awareness into existing programs at no extra cost (For example, during M&E disaggregate data between men and women, boys and girls, etc.).

4. Communicate to stakeholders the new emphasis on gender responsiveness, its significance and any identified progress and successes in this area.
5. Actively recruit women for leadership roles and include women in the selection process of new staff.
6. Actively include/consult women in leadership discussions and decision making.
7. Seek out donors of gender projects and begin building relationships with them. Learn about what types of gender programming interests them and ask about best practices, tools, resources and lessons learned.
8. Identify other organizations that are doing a good job of gender programming and have high standards for being a gender responsive organization. Contact them to begin building a relationship and learn from their lessons learned and best practices.
9. Create an action plan identifying persons responsible to begin progress toward second level recommendations listed below.

Second Level Recommendations

1. Schedule a training(s) for programming staff to increase knowledge, design and implementation and monitoring and reporting of gender responsive programming.
2. Develop a gender policy for DIID operations and programming.
3. Identify gender indicators to measure outcomes both organizationally and in programs and track progress towards them in addition to reporting milestones to stakeholders.
4. Budget for gender programming and gender-related organizational improvements.

ANNEX

Gender Analysis - Survey

National Catholic Secretariat, Department of Human Development

June 23, 2014

Participant

Details

Please mark the box that best applies to you:

- Male or Female

- What is the best description of your position within DHD?
 Technical/program Administrative/support Management/senior
 leadership

- How many years have you worked in the DHD? _____

- What is your age? _____

Directions

This survey is designed to assess the extent to which NCS' DHD embraces gender equality in its operations and programs. For each of the statements below, identify the degree to which these elements are present in the organization by ranking from 1 (a very small degree) to 5 (a great degree).

1
To a very small
degree

2

3
To a moderate
degree

4

5
To a very great
degree

- ___ 1. The integration of gender equality in operations and programs is mandated in my organization.
- ___ 2. My organization has a written policy that affirms a commitment to gender equality.
- ___ 3. Senior management actively support and take responsibility for the implementation of the policy (or for promoting gender equality, if no policy exists).
- ___ 4. There has been an increase in the representation of women in senior management positions in the past few years.
- ___ 5. Gender is taken into account during strategic planning for organizational activities.
- ___ 6. There is a person or division responsible for gender in my organization.
- ___ 7. Staff has the necessary knowledge, skills and attitudes to carry out their work with gender awareness.

Gender Analysis Focus Group Discussion Questions
National Catholic Secretariat, Department of Human Development
June 23, 2014

Group

Composition

Participants:

Men:

Women:

Directions

Eight -10 Programming/Technical staff will be chosen at random and invited to participate in a focus group discussion. (A separate focus group will be held with the directors in the DHD using the same questions.). Results of the survey will be shared and these results will be used to drive discussion. Focus groups will last approximately 1 hour, but no longer than 2 hours. Ideally, the survey and focus group discussion will be administered not more than 1 week apart.

1. Which of the results of the Gender Audit Questionnaire were in line with your experiences at this organization?
2. Which results were a surprise?
3. What do you recommend that your organization do to build on its strengths and address remaining challenges?
4. What is your vision of gender equity for your organization?

AGENDA for GENDER ASSESSMENT

The questionnaire and focus groups were administered in the same day. The meeting agenda is below:

8:45am - Zan and Margaret meet at NCS to finalize arrangements and meeting set up

10am Registration of attendants begins.

10:15am - Zan welcomed 30 participants from the DIID with a brief introduction to the purpose of meeting; staff introductions and introduction of the facilitator and the background leading up to the gender assessment

10:30 Margaret provided an introduction and brief 9 slide presentation addressing the importance of gender in programming and operations, CRS' Global Gender Policy and its connection to Integrated Human Development/Social Inclusion and Option to the Poor, and then explained the assessment process.

10:45 Margaret handed out the survey and began entering responses into the data table as completed surveys were handed in.

12pm – Lunch with participants. Focus group participants were randomly selected and notified.

1pm Focus Group #1 with 9 randomly selected staff. Those who were not chosen were thanked and dismissed. Approximate duration of discussion was 1 hour.

3pm – Focus Group #2 with 5 directors.

4pm - Close

Tallied from Score sheet
 1=Low 5=Highest (same as survey tool)

Gender Integration Category	Ranking	Score	Lowest score per category	Highest score per category	Definitions
Organizational Culture	1	3.0	Q9, Q16: Gender issues are taken seriously and discussed openly by men and women in my organization.	101, Q19: Staff in my organization is committed to the advancement of gender equality	Norms, customs, beliefs and codes of behavior in an organization that support or undermine gender equality: how people relate, what are seen as acceptable ideas, how people are "expected to behave," and what behaviors are rewarded.
Political Will	2	2.3	87, Q2: My organization has a written policy that affirms a commitment to gender equality.	106, Q1: The integration of gender equality in operations and programs is mandated in my organization	Ways in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for and commitment to working toward gender equality in the
Accountability	3	2.6	61, Q11: Gender analysis is built into our program evaluation procedures	101, Q4: My organization's programs/projects contribute to the empowerment of women/girls and the changing of unequal gender relations.	Mechanisms by which an organization determines the extent to which it is "walking the talk" in terms of integrating gender equality in its programs and organizational structures.
Technical Capacity	4	2.2	47, Q9: Staff are trained on gender planning and analysis.	89, Q7: Staff has the necessary knowledge, skills and attitudes to carry out their work with gender awareness.	Level of ability, qualifications and skills individuals in an organization need to carry out the practical aspects of gender integration for enhanced program quality and level of institutionalization of gender equitable organizational processes.

NCS DHD - Gender analysis Score Sheet

June 23, 2014

Survey #	Patient Will					Technical Capacity					Accountability					Organizational Capacity				
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
1	2	2	3	4	2	2	2	2	2	2	2	3	2	2	3	2	2	2	3	4
2	5	5	3	5	5	5	3	1	2	3	5	1	3	5	1	5	3	5	3	1
3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
4	1	1	1	1	2	1	1	1	1	1	1	3	3	4	1	1	2	2	4	1
5	4	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4	3	5
6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
7	3	1	3	1	1	1	1	3	1	1	3	1	1	4	1	1	1	1	1	3
8	3	1	3	2	1	3	3	3	2	1	1	1	1	3	1	3	1	3	3	3
9	2	1	1	2	2	1	2	2	1	1	1	2	1	2	1	2	2	2	2	5
10	3	1	2	4	1	2	1	4	4	2	2	4	1	4	2	2	4	3	1	1
11	5	1	3	1	3	1	3	4	1	2	2	4	1	2	2	2	3	3	2	3
12	5	2	3	4	4	1	4	1	1	1	2	1	2	3	1	3	1	4	1	2
13	4	1	2	1	2	1	2	3	2	1	1	2	1	1	1	4	1	5	3	5
14	5	1	1	1	4	1	4	1	5	5	3	3	1	2	2	1	1	5	4	4
15	5	1	3	1	3	1	3	3	1	3	2	3	2	3	2	1	2	1	3	4
16	3	3	3	3	3	1	3	3	1	3	3	4	1	5	1	1	1	4	1	1
17	1	1	4	4	3	1	1	4	1	1	4	1	4	4	1	1	4	1	4	1
18	5	5	2	1	2	5	2	2	1	2	1	1	1	3	1	1	3	5	4	4
19	5	3	3	3	3	3	3	3	1	1	3	5	5	1	5	5	3	3	1	1
20	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
21	3	2	3	3	2	1	3	3	1	2	2	3	2	3	3	2	2	3	3	1
22	5	5	1	5	5	3	3	1	1	1	1	5	5	3	1	1	5	5	5	1
23	5	4	3	4	3	3	4	3	5	3	5	5	3	3	3	3	5	5	5	3
24	5	2	1	3	4	3	3	5	3	4	4	5	4	3	5	5	4	5	5	3
25	1	2	3	2	3	4	4	4	2	3	2	1	3	4	4	3	5	1	3	5
26	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
27	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
28	2	2	3	2	3	2	5	3	1	1	2	3	3	4	4	2	3	4	4	3
29	5	5	3	5	5	1	3	1	1	2	1	1	3	5	5	1	5	5	5	1
30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
31																				
32																				
33																				
TOTAL	105	67	82	73	85	50	59	87	66	67	67	89	73	101	69	65	89	97	101	88
TOTAL w/ responses per question	10	30	30	29	10	29	30	19	16	16	30	19	40	16	40	10	30	10	30	25
SUM AVERAGES for each CATEGORY	3.5	2.2	2.7	2.5	2.8	1.7	3.0	2.8	4.3	2.2	2.1	2.7	2.4	3.4	2.3	2.3	3.0	3.2	3.4	3.0
SUM of AVERAGE S/S	2.8 PW					2.2 TC					2.6 A					3.0 OC				

