

Final Report

G E S A

GENDER EQUALITY SELF ASSESSMENT

August, 2013

GESA Findings - GESA Findings - GESA Findings - GESA Findings - GESA Findings - GESA Findings

PRACTICE

PERCEPTION

PAPER

1- Plan's Strategy

2- Plan's Governance

3- Plan's

PAPER

PERCEPT

PRAC



Submitted by:



FCG Human Capital (Pvt.) Ltd.

Submitted to:



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GLOSSARY

- CBO** *Community Based Officer*
- CDO** *Community Development Officer*
- CEDAW** *Convention for the Elimination of All form of Discrimination Against Women*
- FCGHC** *FCG Human Capital*
- FGD** *Focus Group Discussion*
- GESA** *Gender Equality Self-Assessment*
- GFP** *Gender Focal Person*
- IDIs** *In-depth Interview*
- PU** *Programme Unit*
- PUM** *Project Unit Manager*
- TORs** *Terms of References*
- UDNDP** *United Nation Development Programme*

ACKNOWLEDGEMENTS

Very rarely for consultants there occurs an assignment that is truly cutting-edge, never-done-before, highly conceptual task that truly stretches—and strengthens—their own boundaries of competence. Gender Equality Self-Assessment (GESA) was one such assignment for us. Being selected for the project was an onus we accepted with trepidation and excitement; being able to accomplish it to the satisfaction of Plan Pakistan is a rarest honour we will cherish forever. We thank management of Plan Pakistan for reposing their trust in FCG Human Capital (FCGHC).

All staff members across seven locations of Plan Pakistan participated willingly in the baseline survey; they were also very forthcoming with their comments and feedback during interviews and group discussions. They were genuinely interested in improving gender equality situation within the organisation. Their input is the ‘real content’ of GESA findings. Over 130, which is roughly 80% workforce, participated in the exercise. We thank them all.

It was not possible for us to coordinate directly with every staff and gather their inputs in time. It was not possible for us to seek appointments with Plan Pakistan’s managers, partners and beneficiaries. It was not possible for us to follow-up with individuals for their timely feedback. It was all made possible with indefatigable efforts of Ms. Sofia Naveed, Gender Advisor. She was the bridge between consultants and staff within Plan Pakistan. She truly deserves and receives our most heart-felt gratitude.

The team within FCGHC put their heart and soul to this assignment. We acknowledge their role with thanks. The core team of FCGHC consultants deployed on GESA consisted of:

- **Shadab Fariduddin**, Lead Author, Concept Designer, OD Expert and Team Leader
- **Shahzad Bukhari**, Gender Specialist, liaised with Plan Pakistan, managed the project timelines and is a co-author
- **Afsheen Anwer**, Senior Consultant, co-designed the GESA tool with Team Leader and co-authored the report with TL and Gender Specialist
- **Javed Iqbal**, M&E Specialist and Consultant, worked as part of the field team

They were supported by:

- **Asghar Hussaini**, and the data processing team, converted raw data into meaningful insights through graphic presentations
- **Zahoor Subhani** is responsible design and layout of this report

We have made all possible efforts to make this report an error-free presentation. Any error that may remain rests with us.

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CEO, Lead Consultant

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FINAL SUMMARY AND RECOMMENDATIONS

03 CHAPTER

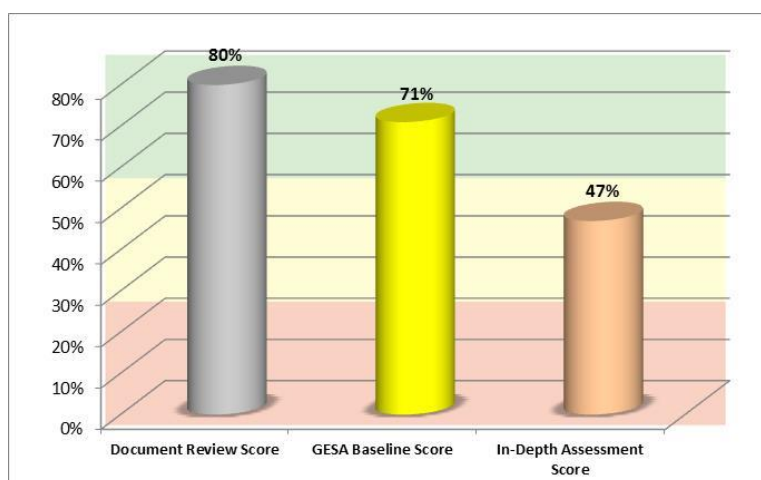
The preceding chapters present GESA findings based on three filters of document review, baseline survey and in-depth assessment of practice. Discussion on each of the seven organizational capacities of Plan Pakistan ended with its final comparative scores on the three counts.

Before presenting the recommendations, we deem it important to combine the parts and present a whole view of the organization. This summary would then help prioritize recommendation and action plan.

Where does Plan Pakistan currently stand as an organization? Based on an average of aggregate scores of the three filters, the answer is as follows:


Plan Pakistan's Final Comparative Scores on Gender Equality

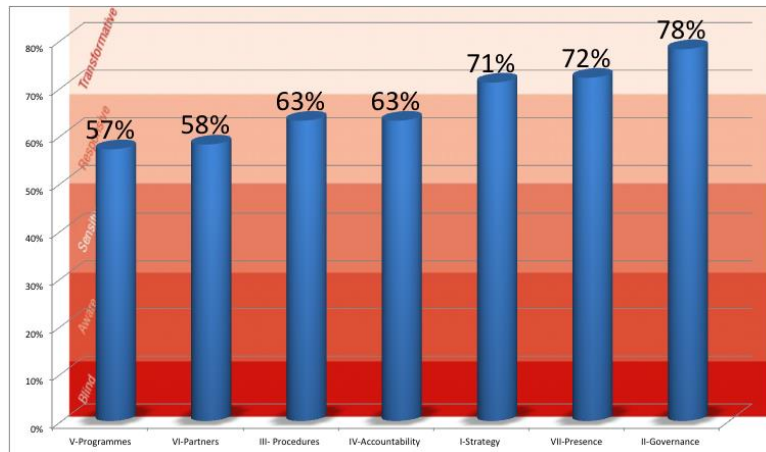
	Document Review Scores	GESA Baseline Scores	In-Depth Assessment Scores
Average Final Total	80%	71%	47%
	Low Gender Transformative	Moderately Gender Responsive	Low Gender Sensitive



The above graph clearly indicates one thing: Gender equality practice is quite far from documentation and perception. However, the organizational snapshot does not tell the management where to intervene first. To arrive at more specific conclusions and recommendations for intervention, based on the average final scores on three filters, ALL seven capacity areas are prioritized for GE intervention and investment.

Plan Pakistan's Comparative Strengths and Weaknesses with respect to Gender Equality are summarized in this table below:

Plan Pakistan's	Average Final Score/Capacity Area		Scorecard Results
I-Programmes	57%	Weakest  Strongest	Highly GS
II-Partners	58%		Highly GS
III- Procedures	63%		Low GR
IV-Accountability	63%		Low GR
V-Strategy	71%		Moderately GR
VI-Presence	72%		Moderately GR
VII-Governance	78%		Highly GR



Plan Pakistan's governance and leadership is almost gender transformative (just 2 percentage point short). This fact indicates serious intentions and strong organizational commitment to the ideal of gender equality. This valuable strength is also just the right kind of foundation for launching initiatives aimed at institutionalizing gender equality across all aspects and thus makes entire Plan Pakistan truly gender transformative.

STAFF-IDENTIFIED GE GAPS AND FINAL RECOMMENDATIONS

For areas, that require attention and intervention, Plan Pakistan's staff members were very forthcoming with their recommendations towards better gender mainstreaming. Their recommendations are presented to address the priorities set above. Staff recommendations are juxtaposed with those by FCGHC in light of the findings of GESA exercise.

Priority Area	<i>Plan's Strategy Organizational Strategies and Policies</i>	
	GAP	Recommendations
STAFF	<ul style="list-style-type: none"> ➤ The Whistle Blowing Policy does exist but the implementation is very poor, victim is scared to use the policy keeping its biased consequence in mind. 	<ul style="list-style-type: none"> ➤ Proper implementation would be required for whistle blowing policy
CONSULTANT	<p>Priority Actions by Plan Pakistan</p> <ol style="list-style-type: none"> 1. Remove discrepancy between documentation (what is promised) and implementation (what is practiced). The document review indicates presence of systems and policies that can lead towards gender equality. It is important that significant steps are taken to ensure implementation of such systems and policies and efficient measures are developed to create an enabling environment for such practices. 2. Invest in nurturing proper staff knowledge and attitudes. Plan staff is not very aware and sensitive towards gender equality issues. There is a clear need for capacity building in the area that brings about quality change in both the attitudes and practices of the staff. A specific strategy that may help promote this is translation of the gender policies in Urdu and creation of a short version of the manual like a handbook to address major points and action points in addition to a complete manual. 3. Strengthen and conduct periodical reviews of the accountability systems from gender lens. Strong and systematic accountability mechanisms may be required to address non-compliance and biased consequences that pose a threat to effective implementation of Whistle Blowing policies. 	

Priority Area	<i>Plan's Governance Leadership and Organizational Culture</i>	
	GAP	Recommendations
STAFF	<ul style="list-style-type: none"> ➤ The organizational culture reflects segregation of powers, especially in the Programme Units. ➤ There is limited participation by women in the organizational decision making processes. They are consulted in the meeting but their opinions are less regarded and responded to at the forum. ➤ The Gender Equality is taken as a task but the mindset is still not accepting the gender equality, especially at the middle management level. ➤ There are no specific capacity building plans available for improving knowledge and attitude towards gender mainstreaming. ➤ The internal structure and focal person for Gender equality is missing. The staff is available but no GE agenda available to follow at any office except CO. 	<ul style="list-style-type: none"> ➤ An increased commitment by the management would be required and more resources should be allocated to mainstream gender at all level. ➤ Gender sensitive work ethics/ norms to should be promoted. ➤ Local support system, vigilance educational mechanism should be introduced.

Priority Area	<i>Plan's Governance Leadership and Organizational Culture</i>	
	GAP	Recommendations
CONSULTANT	<p>Priority Actions by Plan Pakistan</p> <ol style="list-style-type: none"> Downward diffusion of gender-supportive culture. The governance and leadership needs to establish practice that reflects true empowerment of women at all levels. More women need to be taken in the leadership and decision making role, both in numbers as well as influence. Such a practice is already established at the country office and is specifically needed at the programme units. A specific step to be taken in this direction can be encouragement of an equal number of men and women in the governing and leadership bodies. Also, women and men members can take turns in leading the meetings and discussions within organizations. Create and celebrate champions of GE. Plan Staff needs intensive capacity building for implementation of gender equality policies and practices. This needs to be a continuous process at all levels along with rigorous mentoring to ensure a smooth transfer of attitudes and skills to practice. Amend and expand organizational hierarchy. The current capacity of the gender function is inadequate in terms of head-count and ineffective in terms of technical competence. The appointment of Gender Focal Persons in all the Program Units with strong capacity building may be the first step towards expanding in-house expertise to support the goal of gender equality and mainstreaming set by the leadership. 	

Priority Area	<i>Plan's Procedures Human Resources, Operations and Finance</i>	
	GAP	Recommendations
STAFF	<ul style="list-style-type: none"> ➤ Women are underrepresented at all levels of management, especially in the Programme units. ➤ There are insufficient resources (both human and financial) to integrate Gender in HR practices. ➤ Job descriptions are not gender responsive. 	<ul style="list-style-type: none"> ➤ HR policy should define concrete measures/ steps to promote GE (Extra marks for women, telephonic interviews) ➤ HR needs to ensure women in recruitment exercise to avoid discrimination. ➤ JDs must be prepared using gender lenses and gender equality policy at all levels ➤ Induction of staff should be consulted with gender focal person. ➤ The performance criteria should be reviewed through gender lens.
CONSULTANT	<p>Priority Actions by Plan Pakistan</p> <ol style="list-style-type: none"> Increase resource allocation for GEM agenda. There is a dire need to allocate sufficient human and financial resources towards capacity building of Plan Pakistan staff for implementation of gender equality at all levels. Such an allocation will reflect senior management's seriousness and commitment towards the goal and ensure achievement of targets set for reaching gender equality within the organizational practices. Conduct gender review of HR system. The HR recruitment and selection policies and procedures need to be revised to be more encouraging towards women. Some extraordinary measures, like contextualized selection criteria or alternate interview methods, might be needed to address concerns of potential women employers in various program jurisdictions to include them in the process. Amend HR tools to operationalize gender mainstreaming. A gender analysis must be 	

Priority Area	<i>Plan's Procedures Human Resources, Operations and Finance</i>	
	GAP	Recommendations
	carried out for the job descriptions for all posts and positions to ensure that these are gender sensitive and responsive at all levels. Similarly performance evaluation from needs to be amended to make gender-related KPIs permanent component of staff performance at all levels.	

Priority Area	<i>Plan's Accountability and Learning System Technical Capacity and responsibility</i>	
	GAP	Recommendations
STAFF	<ul style="list-style-type: none"> ➤ There seems to be a lack of seriousness amongst staff members regarding. ➤ It is apparently due to a lack of understanding on gender equality or how it can be mainstreamed within their role. ➤ Gender Analysis is missing at all levels. ➤ Evidence for gender inequality policies is obvious but the complaining mechanism is weak. ➤ There is a lack of accountability for commitment to the gender mainstreaming process. ➤ There is lack of advocacy on gender equality among Plan Partners and Stakeholders. ➤ There is lack of staff capacity building on gender concepts. 	<ul style="list-style-type: none"> ➤ Properly planned capacity building on gender policy of partners from ground to management level. ➤ Capacity strengthening through training, discussion forums, learning by doing is required. ➤ There is need for awareness raising, concept clarity of all levels to minimize the gap, identify and unpack the gap, education and encourage participation. ➤ There is need for advocacy and capacity building of target groups at field level. ➤ Trainings & refreshers for all staff should be conducted on regular basis. ➤ There is need for an established structure for better understanding & follow-up (e.g. CP networking)
CONSULTANT	<p>Priority Actions by Plan Pakistan</p> <ol style="list-style-type: none"> 1. Execute plans from comprehensive capacity building. Rigorous capacity building of the program staff at all levels is required in areas of gender mainstreaming and development as a cross cutting theme for all projects and interventions. All staff, especially the field staff must be trained on how to take care of and address the gender issues faced at various stages of project implementation and the steps needed to be taken in response to those challenges. At the moment, there is insufficient knowledge and readiness to incorporate gender equality into their work and this can only be addressed through continuous and focused capacity building initiatives on priority basis not only for staff but also for partners. The year-long capacity building plan should cover: <ol style="list-style-type: none"> a. Gender policy and orientation training for all b. Specific technical gender training from programme, HR and finance staff c. Mentoring and coaching for implementation support to technical staff 2. Carry out baseline training need assessment and year-end training effectiveness survey. Investment in training and development should result in tangible and verifiable benefits to Plan Pakistan. This is only possible if proper base line (TNA) is available against which to measure progress. 3. Incorporate gender KPIs into Plan M&E system for overall accountability. Organization-wide gender-focused monitoring and evaluation would create and accountability mechanism all levels within the country office and the programme units 	

Priority Area	<i>Plan's Accountability and Learning System Technical Capacity and responsibility</i>	
	GAP	Recommendations
	across the country.	

Priority Area	<i>Plan's Programmes: Achievement of Change</i>	
	GAP	Recommendations
STAFF	<ul style="list-style-type: none"> ➤ Beneficiaries may not be actually reached on the ground and able to get the benefits envisaged in the project documents. ➤ Reports are not gender sensitive (proposals, male, female). ➤ The planning and budgeting is not done under Gender guidelines. ➤ No clear or defined guidelines for gender equality at field level activities exist. ➤ There is evidence of tokenism for women/ girls/ boys participation at field level. ➤ Budget preparation or audit process is not gender sensitive. 	<ul style="list-style-type: none"> ➤ All proposals and program documents should be reviewed by the respective gender specialist to ensure its sensitivity. ➤ Gender analysis should be conducted prior to designing any program. ➤ Proposer guidelines should be used for Gender Responsive Budgeting.

CONSULTANT	<p>Priority Actions by Plan Pakistan</p> <ol style="list-style-type: none"> 1. Conduct gender analysis of all programmes and strategy. Programmes are the weakest area in terms of gender mainstreaming as identified through this exercise. One of the first actions to be taken includes a thorough gender analysis of the projects and programmes right at the inception and planning stage. Such an analysis should include sex segregated data on the target audience, their key attributes, and potential beneficiaries and should also address issues that might interfere with achieving the gender goals. 2. Install Gender Responsive Budgeting (GRB). GRB needs to be implemented to ensure that the budget and audit process are gender sensitive. The presence of or consultation with the Gender Focal Person during the project design and budgeting phase can help better allocation of funds to achieve results in favor of gender equality goals. Also, a track of spending on project activities from gender perspectives will also help ascertain the commitment towards gender equality. 3. Include gender KPIs into projects' M&E. Effective monitoring and evaluation procedures need to be in place with a strong focus on gender results for the projects at hand. Evaluation must be able to yield gender disaggregated information about the benefits received from the project activities in the short and long term. 	
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Priority Area	<i>Plan's Partners: Collaborations and Coalitions</i>	
	GAP	Recommendations
STAFF	<ul style="list-style-type: none"> ➤ Partner gender policy and guidelines are not in line with Plan's gender policy. ➤ Partner staff from ground level to management is not fully aware of gender policy and its implementation 	<ul style="list-style-type: none"> ➤ Partner's assessment with respect to Gender Equality should be ensured prior to its engagement. ➤ Orientation sessions should be arranged with partner organizations to mainstream gender in their activities and environment.

Priority Area	<i>Plan's Partners: Collaborations and Coalitions</i>	
	GAP	Recommendations
CONSULTANT	<p>Priority Actions by Plan Pakistan</p> <ol style="list-style-type: none"> 1. Make gender commitment as mandatory for partners as it is for child policy. Apparently, there is a significant discrepancy in the gender policies and guidelines of the partners or they may not exist altogether. The selection criteria for the partners of Plan Pakistan must include gender mainstreaming and specific measures need to be taken to assess the partners' commitment to gender equality at the selection stage only. 2. Invest in capacity building of partners. The gaps thus identified can be addressed through capacity building of the partners on a continuous basis aiming at the change in their knowledge, skills and attitude towards gender mainstreaming and equality. This will ensure that the relevant partners are not simply excluded but are mentored to make them more aware of and responsive towards the gender goals. 	

Priority Area	<i>Plan's Presence: Advocacy, Public Engagement & Communication</i>	
	GAP	Recommendations
STAFF	<ul style="list-style-type: none"> ➤ The reporting mechanism is not sex segregated. ➤ There is lack of advocacy at the field and national level for gender mainstreaming. ➤ No networking with Gender Forums, platforms, associations or working groups to promote gender equality in Plan and Country. 	<ul style="list-style-type: none"> ➤ Reporting mechanism should be sex segregated. ➤ Networking and participation should be increased geographically at national level.
CONSULTANT	<p>Priority Actions by Plan Pakistan</p> <ol style="list-style-type: none"> 1. Build gender network for promotion of common agenda. Promoting gender using a network of like-minded CSOs gives more force to the advocacy efforts jointly done. 2. Build internal capacity of Plan's communications unit to carry out gender review of publications and documents. All of Plan's documentation especially those related with advocacy and marketing need to be carefully reviewed so that the language and images are not only gender-sensitive and but also culturally appropriate. Sufficient resources need to be allocated to build capacities of the relevant staff to conduct and report these gender analyses and to systematically capture and share the differential gender impact. It is also important that the documents use gender sensitive language throughout (for example, men and women instead of males). 	

RECOMMENDATION & IMPLEMENTATION PLAN

In order to facilitate implementation of recommendations, we propose this work plan spread over one year. This work plan combines repetitive recommendations and prioritizes them for Plan Pakistan's management into actionable tasks with suggested timelines.

GE Task	Source	1	2	3	4	5	6	7	8	9	10	11	12
Strengthening of the Gender Function (hire second tier staff at CO and GFPs at Pus)	In-house												
Baseline TNA and training calendar for all staff	In-house/ consultant												
Training programmes as per the calendar	In-house/ consultant												
Training effectiveness survey	In-house/ consultant												
Incorporation of gender KPIs in strategy and programmes	In-house/ consultant												
Gender review of key functions (Finance, HR, M&E) and incorporation of KPIs into them	In-house/ consultant												
Gender review of partnership documents and advocacy for acceptance of new agreements	In-house/ consultant												
Coalition-building for wider support to gender equality	In-house												
Evaluation of gender equality intervention	Consultant												

EXPECTED RESULTS FROM THE WORK PLAN

Operationalizing this work plan with proper resource allocation and management support would result in meeting the objectives of the GESA as set out in the TORs viz.,

1. The process of gender-driven organizational development will have taken strong roots across Plan Pakistan.
2. The foundations for making Plan Pakistan a truly gender-transformative organization will have been laid.
3. Staff and partners capacity with respect to handling and managing gender equality issues will have been strengthened
4. Systems, procedures and budgets across various key functions within Plan Pakistan will have incorporated gender-related KPIs for measuring progress, and
5. The gaps between paper, practice and perception will have been narrowed

We expect that this exercise of GESA and implementation of the recommendation will make Plan Pakistan a role-model for other CSOs not only in Pakistan but also in the South Asia region.



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