

# Gender Equality

*Supporting SAls to become gender responsive organisations*

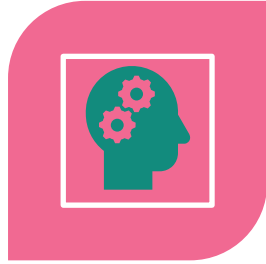
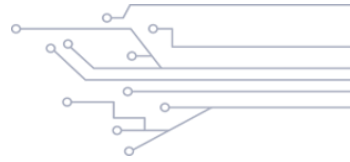




# Welcome, Objective, Agenda

Wynand Wentzel – EO AFROSAI-E

# Objective



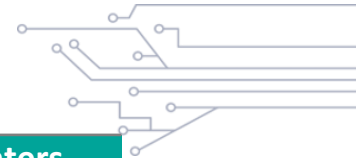
Support SAIs to become gender responsive organisations



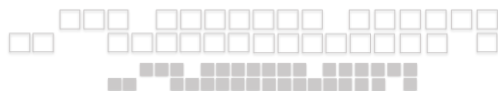
Building the capacity of SAIs in the region to conduct audits that contribute to gender equality



# Agenda



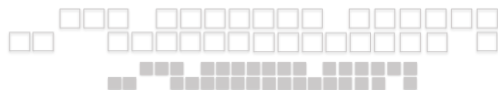
Time	Topic	Presenters
10h00 – 12h00	Welcome	AFROSAI-E
	What is a gender responsive SAI?	AFROSAI-E
	Feedback on the AFROSAI-E Gender Equality Assessment – Regional View	AFROSAI-E
	2020 SAI Global Survey and Stocktaking results - focus on AFROSAI-E	IDI
	IDI's journey so far of becoming more gender responsive as an organisation and how we are supporting SAIs	IDI
12h00 – 12h30	Break	



# Agenda



Time	Topic	Presenters
12h30 – 16h00	Building the capacity of SAIs in the region to conduct audits that contribute to gender equality	AFROSAI-E, CAAF and IDI, SAI Uganda
	SAI Eritrea – Our journey to develop our Gender Strategy	SAI Eritrea
	<ul style="list-style-type: none"><li>• Gender Strategy and the SAI's vision, values, strategy, and mandate.</li><li>• Setting gender equality targets.</li><li>• Reporting on gender equality in Annual Report.</li><li>• Incorporating gender equality into the HR policies and processes</li><li>• Developing and implementing a Gender Equality Policy.</li></ul>	AFROSAI-E
	Questions, Next steps, Closure	AFROSAI-E



# Marianna van Niekerk

## *INSTITUTIONAL, HR AND ORGANISATIONAL DEVELOPMENT MANAGER AT AFROSAI-E*

- Marianna is a seasoned HR Practitioner with more than 20 years' experience working in HR in various Private and Public Sector organisations.
- Since she started her career, she has been an enthusiast for maximising employee potential, cultivating leaders and developing and implementing new and innovative Organisational Development initiatives.
- Marianna joined AFROSAI-E in 2016 and is currently supporting the development and implementation of initiatives related to strengthening the Human Resource (HR), Organisational Development (OD) and Leadership capacity of 26-member Supreme Audit Institutions within the AFROSAI-E region





## Video - What is a gender responsive SAI?

Marianna – AFROSAI-E

# Poll

What do you think is the biggest challenge for SAIs to overcome in the quest to become a gender responsive SAI?

1. Political Will
2. SAI Culture
3. SAI Strategy
4. Leadership Commitment
5. SAI Readiness (Capabilities and Resources)
6. Staff Awareness





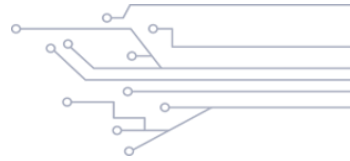


## Feedback on the AFROSAI-E Gender Equality Assessment – Regional View

AFROSAI-E - Marianna



# AFROSAI-E's Gender Assessment

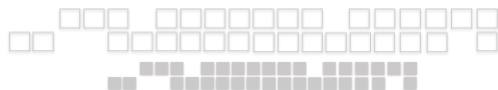


- Conducted a gender assessment of the SAIs in the AE region in August 2021
- The assessment had 3 parts and focussed on gathering information on:

Part 1. Political will, SAI Culture, Leadership Commitment, Staff Awareness & SAI Readiness

Part 2. Mainstreaming gender equality in the SAI HR Policies

Part 3. Collect gender statistics per level



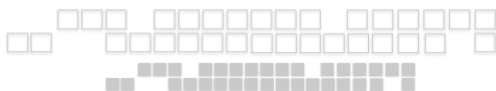
# AFROSAI-E Region – Gender Overview

## Women AG s in AE Region

- Angola
- Botswana
- Lesotho (act)
- Ethiopia (act)
- Kenya
- Mozambique
- Sierra Leone
- SA
- Zimbabwe

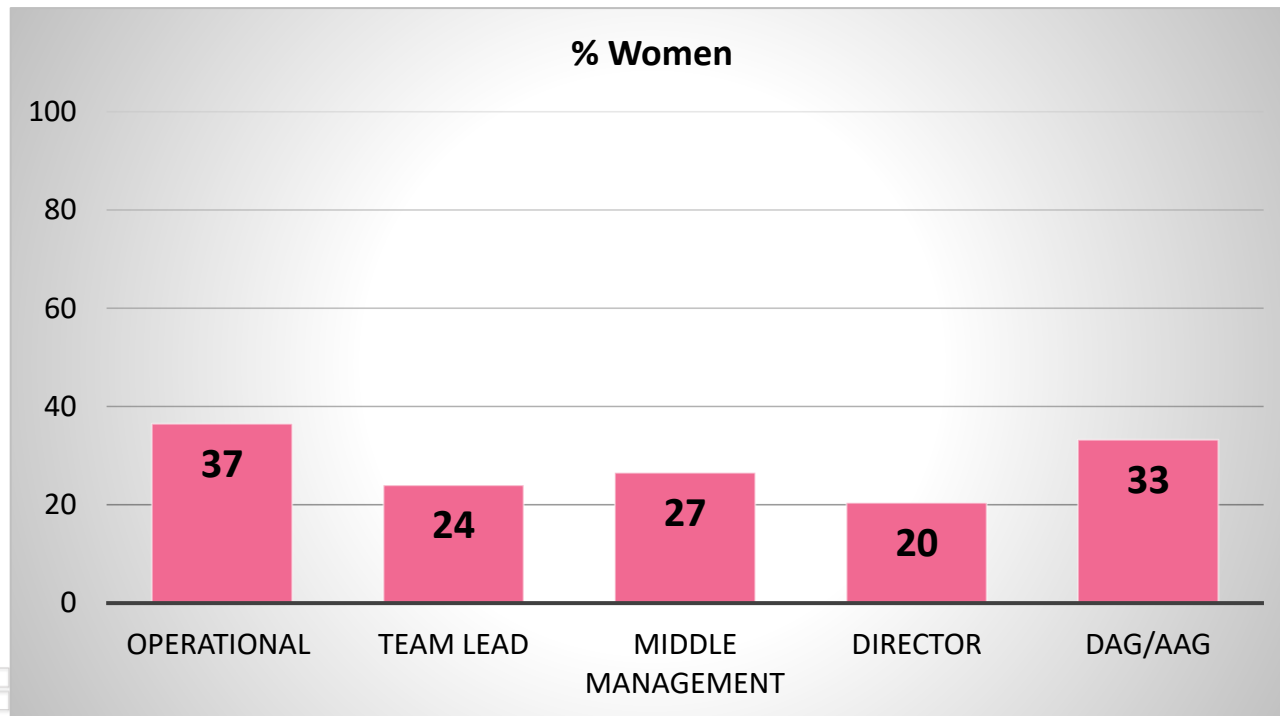
## Participating SAs with more women than men

- Botswana
- Lesotho
- Namibia



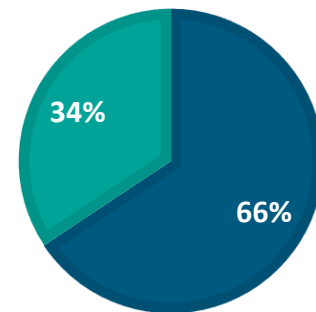
# AFROSAI-E Region – Gender Distribution per level

*Per level – participating SAIs – average % of women per level*

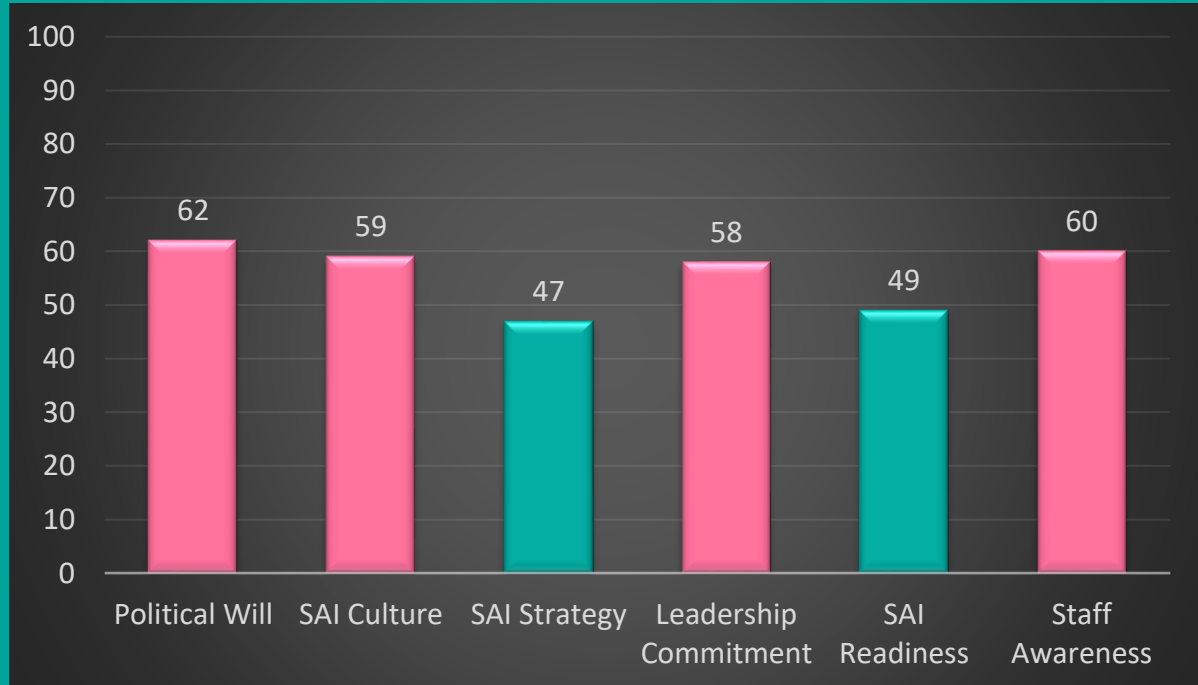


## GENDER

■ Men ■ Women



# Where are SAIs in the AE region in terms of Gender Responsiveness?



# Political Will

- % Agreement

## Political Will

My government has budgeted adequate financial resources to support gender equality in the public sector

55

My country has a National Gender Equality Policy that affirms a commitment to gender equality

68

The integration of gender equality in programs/projects is mandated in my country

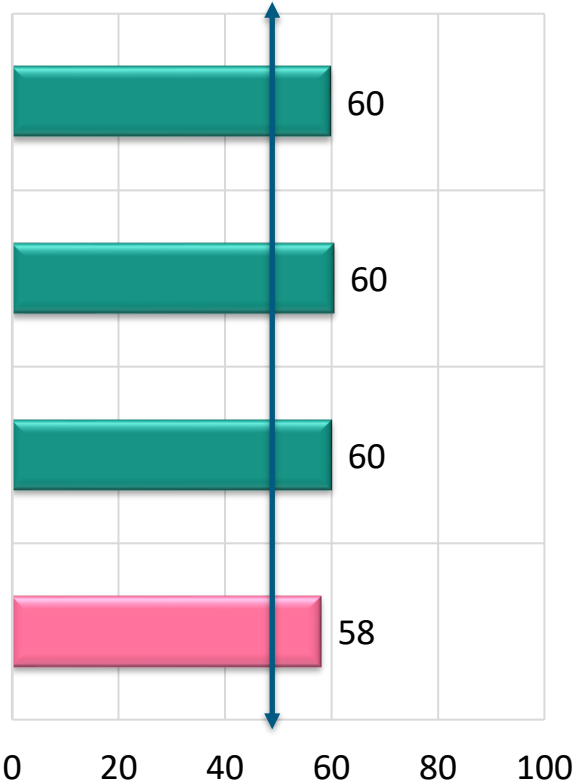
64



# SAI Culture

- % Agreement

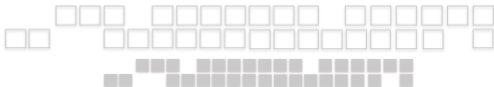
The working environment in my SAI has improved for women over the past two years



My SAI has a reputation for promoting gender equality

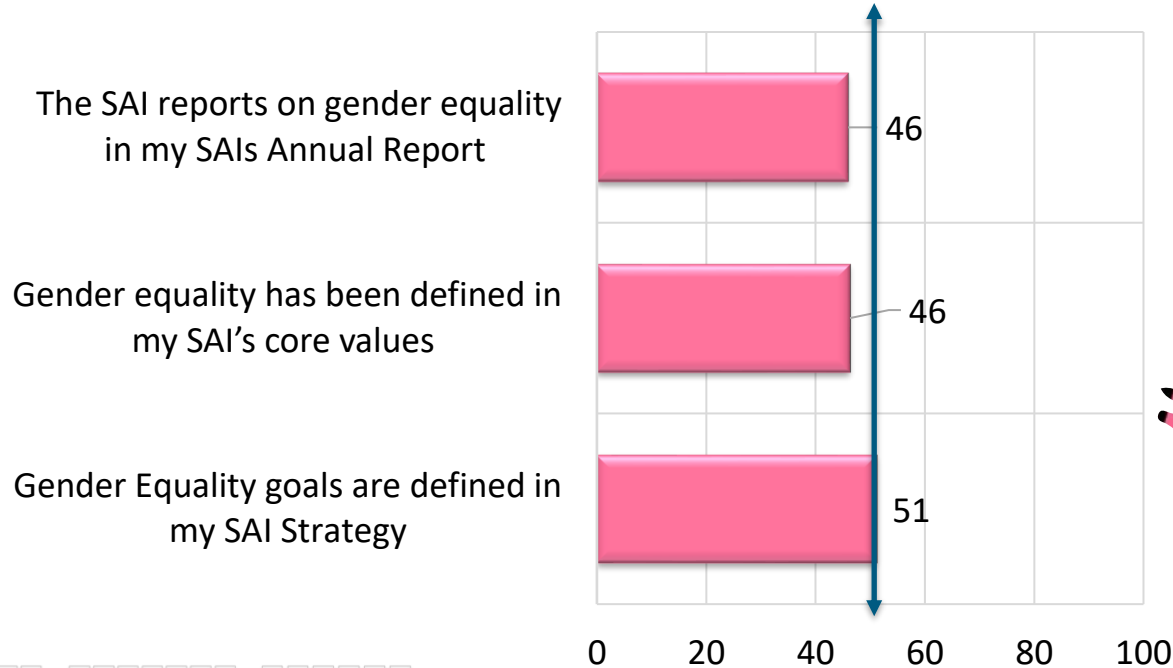
My SAI has a reputation for integrity in terms of gender equality

Gender issues are discussed openly by men and women in my SAI



# SAI Strategy

- % Agreement



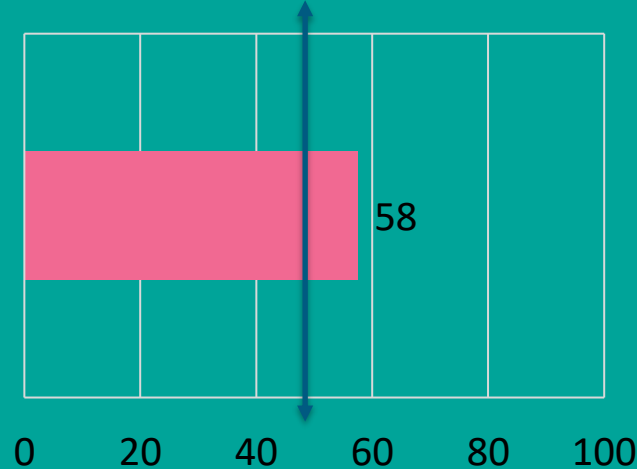


# Leadership Commitment

*% Agreement*

## Leadership Commitment

Senior management takes responsibility for the implementation of our policy on gender equality (or for promoting gender equality if no policy exists)



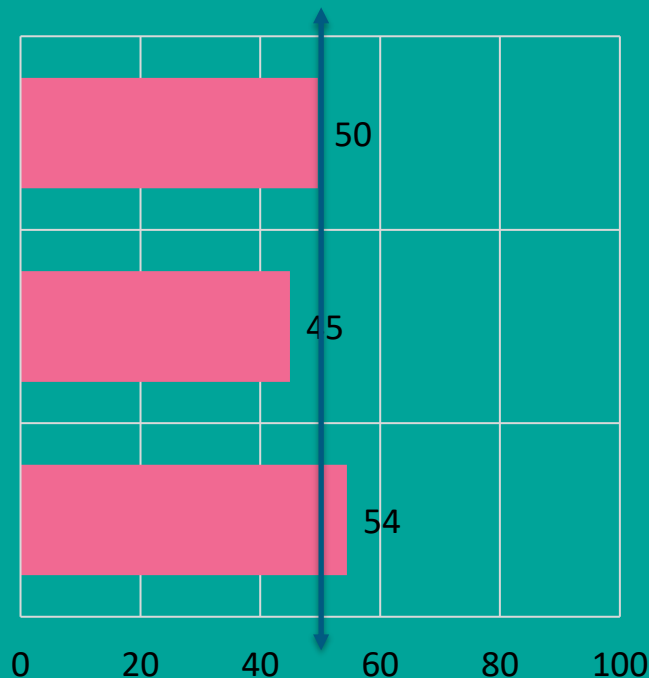
# SAI Readiness

*% Agreement*

The SAI has the technical resources for the implementation of measures aimed at advancing gender equality and diversity

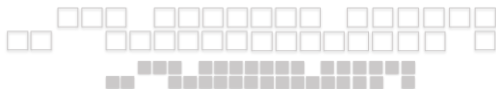
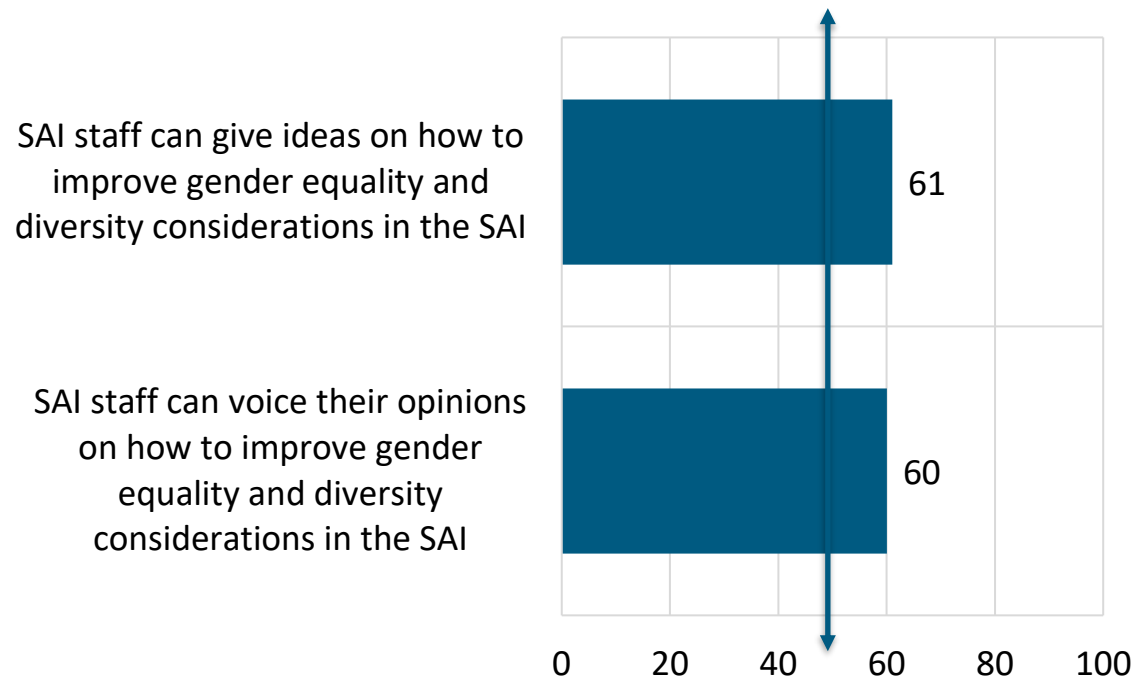
The SAI has the financial resources for the implementation of measures aimed at advancing gender equality and diversity

The SAI has the human resources for the implementation of measures aimed at advancing gender equality and diversity



# Staff Awareness

*% Agreement*



# To what extent have SAI's developed and implemented a gender policy/plan



- Do not have a gender policy

13 SAIs



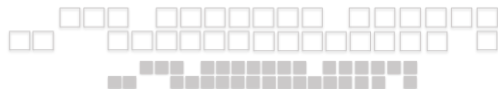
- Have developed a gender policy, but it needs improvement

8 SAIs

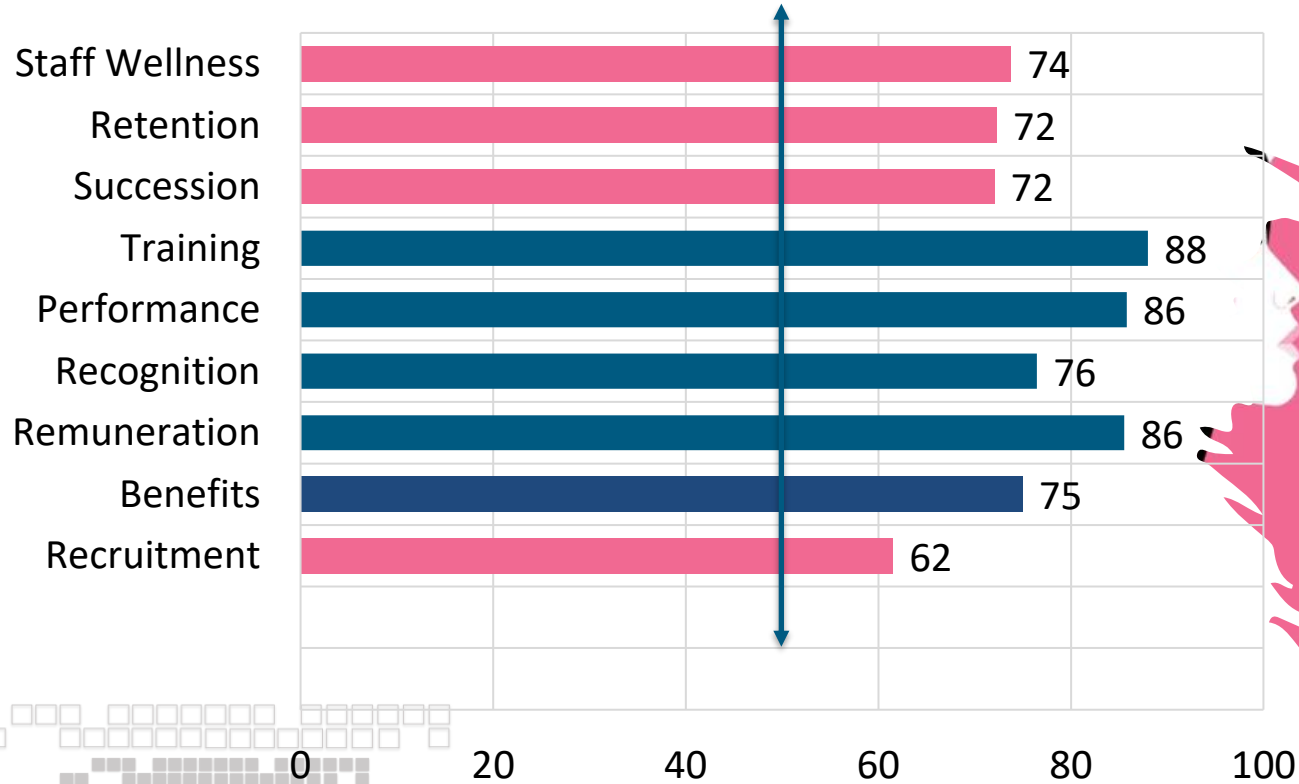


- 5 SAIs have implemented a gender policy to full satisfaction

5 SAIs



# To what extent has gender been integrated in HR Policies?



# Poll

What do you think is a good gender ratio in a gender responsive organisation:

1. 30% Women
2. 50% Women
3. 70% Women
4. 90% Women





## 2020 SAI Global Survey and Stocktaking results - focus on AFROSAI-E

IDI - Camilla

# Camilla Fredriksen



## **Camilla Fredriksen**

IDI Global Foundations Manager

She's led the work on the Global SAI Stocktaking Report and acts as a Gender Champion in the Global Foundations Unit.

She joined IDI in 2014, working with the INTOSAI Donor Cooperation, and the development and consolidation of SAI PMF. During 2017-2019 she was an integrated expert in the GIZ programme Good Financial Governance in Africa, supporting SAIs in the AFROSAI region. Before joining IDI, Camilla worked for the Norwegian Auditor General, where she was a performance auditor, and led the Secretariat of the EUROSAI Working Group for Environmental Auditing. In OAGN she also partook in the SAI's cooperation with AFROSAI-E.







**IDI's journey so far of becoming more gender responsive as an organisation and how we are supporting SAIs**

IDI - Petra

# Petra Schirnhofner



Senior Manager and IDI Gender Focal Point in IDI's Strategic Support Unit

## INTOSAI Development Initiative

Petra Schirnhofner is a Senior Manager in the Strategic Support Unit and IDI Gender Focal Point in the [INTOSAI Development Initiative](#) (IDI). Among the issues she strategically covers is the integration of a gender perspective throughout IDI's work in its Strategic Plan period (2019-2023). She has spearheaded the development of IDI's Gender Strategy and Gender Policy.

Petra holds a master's degree in Political Science from Vienna University and a master's degree in International Political Economy from the University of Kent.

She is currently based in Vienna as a regional employee for IDI.





# **Building the capacity of SAs in the region to conduct audits that contribute to gender equality**

AFROSAI-E – RICHARD, IDI – SIRI, CAAF –MARIE-HELENE

# Siri Hellevik



Dr. Siri Hellevik is a Manager in the Professional & Relevant SAIs Department in IDI and manages the SDG implementation audit initiative, the new Facilitating Audit impact initiative and is the gender champion of the department. As part of the SDG implementation audit initiative, she provides support to SAI Uganda's audit team currently undertaking the audit of Elimination of Intimate Partner Violence linked to SDG 5.2.

To include if you want to: (Siri has also worked in the SPMR initiative in the SAI Governance Department.)



# Marie-Hélène Bérubé



Senior Program Office in Gender Equality and Ethics  
Canadian Audit & Accountability Foundation (CAAF)

Marie-Hélène has a Master's degree in globalization and international development from the University of Ottawa. During her studies, she had a keen interest in gender issues, specifically violence against women and girls.

Marie-Helene joined the Foundation in 2018 and as a Gender Equality specialist, she develops training and tools and works with participants in international programs to help them better understand gender equality issues and how they can be considered in performance audits.

Before joining the Foundation, Marie-Helene worked for more than five years abroad with NGOs in Peru, Morocco and India as a Gender Equality Advisor. She supported national organizations, developing tools, training and strategies to integrate the gender approach both at the project and institutional levels.





## Noel Mbabazi

- A Senior Auditor from SAI Uganda with 11 years Performance Audit Experience;
- A Participatory Gender Auditor certified by the International Labour Organisation;
- One of the pioneers of Gender Audits in SAI Uganda, having participated in or supervised 4 published Gender Audits, and 1 ongoing one;
- One of the team that developed the SAI Uganda Gender Audit Capacity Building Strategy and the Gender Audit Manual





## SAI Eritrea – Our journey to develop our Gender Strategy

Amanuel Isaac – SAI Eritrea



# Amanuel Isaac

Audit Director – SAI Eritrea







## Aligning the Gender Strategy with the SAI's vision, values, strategy, and mandate

MARIANNA - AFROSAI-E

# Examples of how to incorporate gender in SAI Vision

## Vision

Future you want to create

“To be an independent, transparent, **gender equal** and effective audit institution that promotes public accountability for the benefit of our society.”

## Mission

What you must do to get to your destination

“To provide reasonable assurance in the management of public resources by our independent and objective public sector audit services.”



## Examples of how to incorporate gender in SAI Values

## Values - Governs staff behaviour

- **Transparent** - accountability and transparency in the operations of the OAG
- **Gender Equality** – a culture of equal rights, responsibilities and opportunities for all staff regardless of gender.
- **Integrity** – conducting our work ethically, in a manner that creates confidence and trust in what we do
- **Professional** – competently carrying out independent and objective work, always striving to deliver a high-quality service



# Examples of how to incorporate gender in SAI Strategic Goals

## Strategic Goals – Plan of action for the journey

Goal 1: To enhance the independence of the OAG

Goal 2: To strengthen the organization and management capacity of the OAG

**Goal 3: To enhance the competence and commitment of OAG Staff**

- **Objective 3.1 Advance gender equality in the HR processes**

- **Objective 3.2 Develop and implement a Training and Professional Development Strategy**

Goal 4: To enhance the quality of audit services to increase the value of the OAG

Goal 5: To improve the communication practice in order to increase the image of the OAG



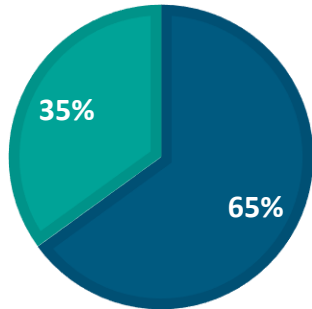


## Setting gender equality targets

# Example of SAI's gender distribution per level

## GENDER

■ Men ■ Women

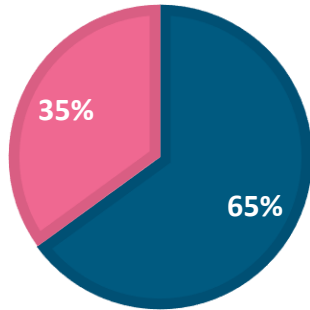


SAI	Women	Men	Total	% Women	% Men
Ops Level	132	212	344	38%	62%
Team Lead	32	91	123	26%	74%
Middle Man	4	6	10	40%	60%
Director Level	0	5	5	0%	100%
DAG/AAG	1	1	2	50%	50%
AG	0	1	1	0%	100%
Total	169	316	485	35%	65%

# Example of SAI's gender distribution per level – baseline and targets

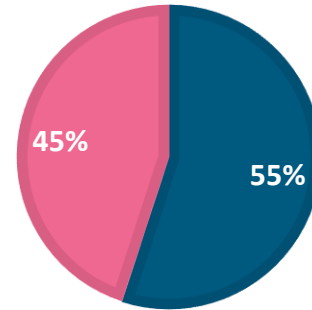
GENDER BASELINE 2021

■ Men ■ Women



GENDER TARGET 2025

■ Men ■ Women



# Example of SAI's gender distribution per level – Baseline to Target

SAI – Gender Targets	Baseline 2021 % Women	2022 % Women	2023 % Women	2024 % Women	2024 % Women	Target 2025 % Women	Intervention Examples
Ops Level	38%	40%	42%	45%	48%	50%	Recruitment
Team Lead	26%					32%	Level progression of women
Middle Man	40%					44%	Training and Professional Dev of women
Director Level	0%					20%	Mentorship Programme for women
DAG/AAG	50%					50%	
AG	0%					0%	
Total	35%						





# Reporting on gender equality in Annual Report

AFROSAI-E - CYNTHIA

# Cynthia Mangaba



Cynthia is the Monitoring and Evaluation Manager at AFROSAI-E. She has 15 years of accumulated experience managing multi-regional programmes (incl Girls and Women's empowerment programmes) across the African continent in Public Health, Public Administration and the Development Sector. She is currently supporting the Secretariat to set up monitoring, evaluation and learning (MEL) systems and is working with SAIs in the region to strengthen their own systems.





# **Incorporating gender equality into the HR policies and processes**

AFROSAI-E- MARIANNA

# “Discuss and list 5 ways on how SAls can incorporate gender equality into the following HR processes to advance gender equality (15 min)”

**Group 1**  
**Marianna**

**Recruitment**



**Group 2**  
**Cynthia**

**Succession Planning**



**Group 3**  
**Joshua**

**Training and Professional Development**



**Group 4**  
**Wynand**

**Staff Benefits**

Parental leave  
Flexible work hours  
Child care leave



You will be randomly placed in 4 virtual break away rooms to discuss and then the team lead for each will provide feedback to the bigger group 5 min each.

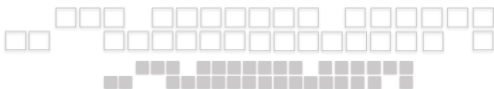


# Developing and implementing a Gender Equality Policy

AFROSAI-E - MARIANNA

# Template for a Gender Equality Policy

1. **Message from the AG**
2. **Introduction and background** (Info about the SAI in terms of gender – history, gender statistics per level, political will, SAI culture, leadership commitment, SAI readiness, capacity and resources)
3. **Objective and purpose of gender equality policy** (Why do the SAI want to embark on the journey? – what do you want to achieve? Gender targets)
4. **Guiding Principles** (How are you going to integrate gender equality?)
  - 3.1 SAI's vision, mission, values
  - 3.2 Strategic goals and objectives
  - 3.3 HR Policies and processes



# Template for a Gender Equality Policy (cont.)

4. Define Gender Equality goals, objectives, and key performance indicators (align with strategic plan objectives)

OBJECTIVE	KPI's	2022 (Baseline)	2023	2024	Target 2025
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5. Monitoring and Evaluation — (How are you going to track and report on progress?)

6. Implementation of the Gender Policy (resources, how will the Policy be communicated to all stakeholders)

7. Implementation matrix (Goals, objectives, activities, timelines and responsibilities)





# Closure

*Wynand*

- Thanking presenters and participants
- Summary of the day
- Next steps – Gender Policy Development – training session in the HR Workshop in October
- Poll







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