

Gender Audit of Centre for Health and Social Justice



Gender at Work
[COMPANY NAME]

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All errors and omissions remain the responsibility of the authors.

GLOSSARY

FGD	Focus Group Discussion
G@W	Gender at Work
GE	Gender Equality
HR	Human Resources
IC	Internal Committee
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer and Intersex
KII	Key Informant Interview
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
CHSJ	Centre for Health and Social Justice
SC/ST	Scheduled Castes/ Scheduled Tribes
SH Act	Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act (the SH Act), 2013
TOR	Terms of Reference

1 BACKGROUND

This chapter describes the objectives of the gender audit, its intended use and audience.

1.1 Purpose and Scope

Centre for Health and Social Justice (CHSJ) commissioned a gender audit in 2019 in order to understand the organisation's current situation vis-à-vis gender equality, review the implementation status of the recommendations from the 2015 gender audit and to identify challenges and opportunities for further advancing gender equality in the organization.

The objective of the audit was to undertake an objective review of the following:

1. Measures taken by the organization between 2014 and 2018 to ensure a safe and unbiased working environment, especially for women
2. Current organisational climate with respect to gender, to understand effectiveness/impact of said measures, both on women staff and men staff.
3. Based on the review, the external committee is expected to identify gaps and make recommendations for what the organisation should do going forward, in order to safeguard the working environment for women associated with it, as well as other staff. It is also expected to make recommendations for a comprehensive gender policy that the organization is creating. Including suggesting resource organisations/persons for feminist counselling and support for both women and men.

In conversations with CHSJ, Gender at Work expanded the ambit to not only look at safeguarding issues but also look at the complete functioning of CHSJ from a gender lens. Accordingly, through a comprehensive assessment of organisational systems, policies, programs and organisational culture, the gender self-assessment aims to:

1. Help assess the current status of gender equality within the organisation;
2. Help identify and more clearly define the elements of the organisation – both formal and informal – that need to change to improve and institutionalise gender awareness and equality;
3. Provide the opportunity for increasing learning, sharing and reflection among staff on the topic of gender equality;
4. Serve as a tool to map a process for change;

This gender audit covers the period from 2015-2019 (as a follow up to the previous gender audit). We expect that the findings, conclusions and recommendations of this gender audit are expected to inform the development of an action plan on gender mainstreaming and gender equality.

Specifically, the findings and analysis will be used to:

- Contribute to building the evidence base on the effectiveness and impact of CHSJ's efforts to date on advancing gender equality
- Facilitate a process of strategic reflection and learning for CHSJ
- Inform future procedures and policies to strengthen CHSJ's efforts to advance gender equality.

1.2 Report Structure

The following report is structured as follows. In Section 2, we present the gender audit methodology and in Section 3, the findings and lessons learned. Finally, Section 4 concludes the analysis and presents recommendations for consideration to strengthen CHSJ's work on gender equality and its commitment to cultivate an inclusive organisational culture.

2 GENDER AUDIT METHODOLOGY

2.1 Introduction

The gender audit team developed an assessment framework on the basis of the Gender at Work (G@W) Analytical Framework (see Annex 1)¹. Against this framework, the gender audit team analysed primary and secondary data collected through a document review, staff survey, key informant interviews, and case studies. Data collection tools were customised based on the focus of CHSJ and its specific requirements. Based on this analysis, the gender audit team has identified a number of practicable recommendations.

2.2 Audit Process

The gender audit was carried out from 26 March to 29 May 2019.

Focus group discussions

We started off with a focus group discussion of CHSJ staff in Delhi. These discussions were facilitated by the gender audit team and offered an opportunity for staff to reflect on their ideas about gender equality and the good practices that CHSJ has instituted, as well as the challenges staff face, with regard to building an organisational culture that supports gender equality and diversity and inclusivity more broadly. Staff (payroll employees and contractual) were grouped by their level in the organization to ensure that power dynamics did not influence the discussions. The focus group discussions across the cities were guided by the following questions:

- What are the key challenges with respect to gender equality within CHSJ?
- What is working well? What are some of the good practices?
- What can we improve on? What recommendations do you have to improve the status of gender equality within CHSJ?

Key Informant Interviews

This was supplemented by key informant interviews of current staff across levels, former staff, external IC members and a few key allies. In addition, a review of key documents related to office policies, strategies were undertaken.

Twelve key informant interviews were conducted in order to triangulate the findings obtained using other methodology and to get a more nuanced understanding of how staff (current and former) and allies

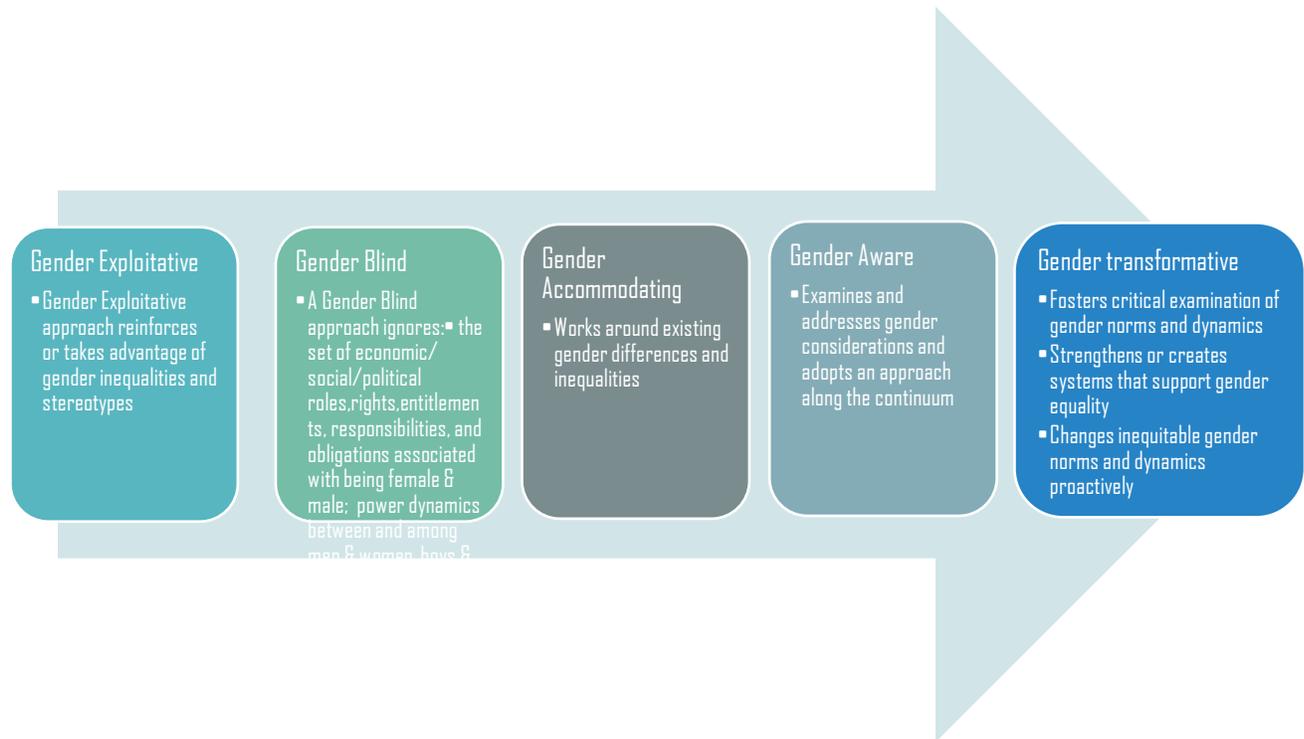
¹ The G@W Analytical Framework has been used by more than 100 organizations worldwide to assess, strategize and evaluate their work on gender equality, e.g. Global Fund for Women, Oxfam Novib, FAO, Commonwealth Secretariat, Plan International, UNGEI. Annex

view gender equality within organization. These questions focused on gender equality as an organisational priority for CHSJ, key challenges faced by women in CHSJ, what gender equality means in their area of work, alongside ideas for improving practice and gender and leadership at CHSJ.

Document review

The purpose of the document review was to identify how gender equality is addressed in a wide range of CHSJ’s policies and processes across the Gender Equality Continuum:

Figure 1: Gender Equality Continuum



Based on the emerging broad picture, we would like to posit that CHSJ as an organisation is more than 'gender aware' and has entered the arena of 'Gender transformative organisation' in many aspects of its functioning.

2.3 Limitations of the gender audit

Universality of the findings: Understanding of gender can be deeply personal, based on the experiences of each individual. Issues of power, discrimination and mobility can be subjective and are experienced differently. Therefore, the gender audit process aims to tap into and make sense of the diverse experiences of diverse women and men in CHSJ. We do not assert that the findings and the recommendations would be universally applicable or relevant for all staff.

One-time Activity: A gender audit is a one-time activity that assesses the status of gender equality within the organization at a particular time. It provides a snapshot of the organization at that point. We

acknowledge that organizational policies, processes and culture are dynamic. Although difficult to achieve, it is recommended that organization should be continuously audited every 2 years to truly understand and assess progress on gender equality within the organization. The organization should also maintain a dashboard and use that to have regular discussions within the organizations.

Timing of the audit: The audit comes at a time when the organization is faced with the resurfacing of an old sexual harassment allegation. As a consequence of this allegation, CHSJ has already suffered reputational and financial loss. This gender audit has not looked at the process of dealing with a specific case of Sexual Harassment within CHSJ, since we were given to understand there was a separate team doing so.

3 FINDINGS AND ANALYSIS

3.1 Integration of gender equality within CHSJ’s formal policies, structures and accountability mechanisms

3.1.1 Formal policies, vision and mission of the organization

Overall finding:
 Gender equality is well integrated in CHSJ’s overall vision/mission, programming and strategic planning processes. Although CHSJ does not have an overarching gender policy, there has been a conscious move to accommodate the needs of women through CHSJ’s practices and some of its policies, especially with respect to its policies on flexible work arrangements and leave policies.

Findings	Description
Gender equality is deeply ingrained into the vision and mission of CHSJ.	<ol style="list-style-type: none"> 1. CHSJ’s vision speaks directly to a feminist vision of, <i>“A just society free from violence oppression and discrimination, where the marginalized and socially excluded are empowered to access their rights and the state is accountable for the well-being and dignity of citizens. Such a society would be based on mutual respect, interdependence and social solidarity.”</i>¹² 2. Similarly, CHSJ has a very clear mission around gender justice that is backed up by a clear articulation of strategies required to reach their mission objectives, <i>“To support, strengthen and build alliances with civil society and women’s movements to engage men and boys for creating a gender just society. Restructure gender relations and establish alternative equitable practices, facilitate public actions and positions against injustice and build social accountability. This will be done through capacity building, creating critical knowledge resources and reflective spaces.”</i>

² <http://www.chsj.org/vision-mission.html>, last accessed 21 May 2019

<p>Gender justice is well integrated within all CHSJ strategic planning process and we find CHSJ staff deeply committed to the issue of gender justice and take great pride in their work.</p>	<ol style="list-style-type: none"> 1. Staff acknowledge that gender justice is “mission critical”. 2. The agenda of advancing gender equality and inclusion in the organization’s work is strengthened on a 3-5-year basis through a rigorous strategic planning process through which the mission, vision and strategies of the organization are reformulated. This helps to reaffirm the goals and values of CHSJ among its staff. 3. CHSJ has also made partnerships with women’s movements and LGBTQI groups as a key focus of its advocacy for gender justice. ³
<p>CHSJ is widely known for being a pioneer in the area of work on “engaging men” to advance gender justice and is committed to advancing gender equality within all its programmes using and evidence-based approach.</p>	<ol style="list-style-type: none"> 1. According to CHSJ staff, all projects implemented by CHSJ advance gender equality, even within the health and accountability programmatic area. 2. Staff feel that project activities adhere to feminist principles, especially with respect to the use of an intersectional lens and the focus on working with marginalized communities such as Dalits, Adivasis etc. 3. Projects also have their own advisory committees that consist of prominent feminist thinkers and activists in India. 4. CHSJ has brought out various publications and articles written in peer reviewed journals, which is testimony to the rigor of the gender analysis undertaken within CHSJ programmes. 5. With respect to its interventions in the field, which are geared towards advancing equity and inclusion, CHSJ collects indicators of progress and also conducts rigorous external and internal evaluation of its work.
<p><i>CHSJ has drafted and put in place additional flexible work and family-friendly policies / practices to meet the needs of specific groups or individuals.</i></p>	
<p>Leave policies: CHSJ staff are able to avail leave for a wide range of conditions that consider the various responsibilities have at work and at home</p>	<p>CHSJ’s comprehensive Leave Policy outlines the conditions under which employees are able to apply for and secure a variety of types of leave through its Flexible Leave Policy, ⁴ from leave granted to all employees, to leave for new parents and caregivers (Maternity and Paternity Leave) and leave granted under special circumstances, for instance in case of personal emergencies (Emergency Leave), where other types of leave have been exhausted (Leave Without Pay).</p> <p>The Leave Policy is framed with the intention of supporting staff to manage their family and social responsibilities as well as be as productive as possible in their work lives, and is commendable for taking into consideration of range of circumstances under which staff</p>

³ CHSJ Strategy Development Workshop Report, January 2015

⁴ CHSJ staff can take a total of 41 days of flexible leave, of which 15 can be taken as Emergency Leave, Office policies, page 5

	<p>may desire to take leave.⁵ Some of the forms of leave that are available to staff in addition to are:</p> <ul style="list-style-type: none"> • Maternity and Paternity leave CHSJ offers both paternity and maternity leave: women receive 6 months of maternity leave as mandated by Indian law⁶, while men receive 30 days of paternity leave. Women are guaranteed a return to the same job with the same pay and conditions, salary increments are also processed while the person is on maternity leave. <p>CHSJ takes the role of fathers in parenting quite seriously. The leave rules clearly state that it will be considered a breach of office rules if, “male staff members do not utilise such leave for purpose of fulfilling paternal duties.”⁷</p> <ul style="list-style-type: none"> • Leave for women staff in the case of abortion: In addition, female staff members are also entitled to 10 days of leave in case of an abortion. • Emergency leave for women during menstruation: In addition to the 41 days of flexible leave, women can take 7 days of Emergency Leave during menstruation. • Leave provisions for parental illness/childcare: The emergency leave and the flexible work hours provision allows men and women within CHSJ to address illness at home or other care responsibilities. Such emergency leave does not require prior permission from supervisors. • Compensatory off: Additionally, recognizing that employees at levels may be required to work on a holiday or a day considered ‘weekly off’ for other staff, CHSJ has created a special type of Compensatory Off leave for which staff may apply.⁸
<p>Finding: While there is no specific communications and partnerships policy, due diligence processes undertaken by CHSJ for partner selection includes an assessment of gender</p>	<ol style="list-style-type: none"> 1. Partner due diligence for collaborative projects includes an assessment of gender diversity in the organization, and the nature of stakeholders that the organization works with. 2. Encouraging linkages with movements – some staff members are themselves part of movements and networks, while others are peripheral to the activist world. All staff members are encouraged to attend protest marches, participate in drafting and signing off

⁵ Office policies pp.5-6

⁶ Maternity (Amendment) Bill 2017,an amendment to the Maternity Benefit Act, 1961.

⁷ Office policies (2018), pp 6

⁸ For more details on specific leave policies, see CHSJ office policies, page 5

diversity in the partner organizations	on statements, attending meetings of the people’s health movement, OBR and so on. This also ensures that staff is kept abreast of current concerns.
CHSJ also promotes organizational practices that that are unwritten but which support a gender equitable work culture.	<ol style="list-style-type: none"> 1. Child care facilities: staff and even partners (such as training participants) have been encouraged to bring their children to the workplace. Arrangements for creating spaces for breastfeeding or childcare have been made in these cases. 2. Special provisions for pregnant women at work: While it is unwritten, CHSJ staff feel that special provisions are made for pregnant women, as and when required. For example, when one of the staff members was pregnant, a room had been created for pregnant women to take rest.

3.1.2 Sexual Harassment Policy

Overall Finding: CHSJ has a well drafted policy as mandated by the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act (the SH Act), 2013. It has carried out the necessary capacity building, orientation programmes for its staff and has a functional Internal Committee.

Findings	Description
An Anti-Sexual Harassment policy has been in place since September 2014. The policy was updated on March 2018. ⁹	CHSJ’s Sexual Harassment Policy prohibits, in accordance with national law, all forms of sexual harassment. It also outlines the mechanisms the organisation has developed for preventing incidents and responding to complaints.
Staff are aware of the policy and the process for implementation of the policy; and building of staff undertaken regularly and information about the policy has been widely circulated and visible within the office.	<p>As per the mandate of the POSH policy, CHSJ has also undertaken poster campaigns and training modules to raise awareness of the problem of sexual harassment. Key activities undertaken in the past three years, by way of prevention of sexual harassment include:</p> <ul style="list-style-type: none"> • Two staff-wide trainings - including all men and women staff- on sexual harassment at the workplace – half-day intensive trainings, which included all CHSJ staff members. This training includes building perspective on gender sensitivity in the workplace, dynamics of sexual harassment, and the law itself. • Fifteen orientation sessions for new staff – these are 1 hour sessions conducted for batches of new staff and interns, which includes an orientation to CHSJ’s anti-sexual harassment policy, definition of sexual harassment, what constitutes sexual harassment, what to do in case one is harassed, role of the internal committee and its members,

⁹ Prior to 2014, sexual harassment was dealt with under the office policy.

	<p>and how to report. These are done periodically in batches of new staff which include both men and women.</p> <ul style="list-style-type: none"> • Posters on sexual harassment at the workplace and the law have been displayed at the entrance of the office; names of IC members and contact details have been displayed on the notice board, and information about the policy and how to lodge complaints is available on the website - http://www.chsj.org/policy-on-sexual-harassment-at-workplace-2014.html • Every new staff member and intern is provided with a copy of the policy on sexual harassment at the workplace
<p>1. Internal Committee (IC) is functional.</p> <p>2. Capacity building of the IC has also been conducted</p>	<ul style="list-style-type: none"> • The primary accountability mechanism, the Internal Committee (IC), has been in existence for several years, and CHSJ has made efforts to be transparent in identifying the members of this committee and the responsibilities they hold. • As mandated by law, CHSJ has also sought to reduce internal bias in processing complaints by including three external members to the organisation who is “committed to the cause of women” (CHSJ, Sexual Harassment Policy, 2014).¹⁰ In order to facilitate staff members’ access to the ICC, the official Policy also includes the contact details of each committee member.¹¹ • In the past three years, three members of the IC have been sent for such trainings, which includes a male staff member of the IC. • IC members felt that a more extensive orientation programme for them on the functioning of CHSJ would help them discharge their duties more effectively.

3.1.3 Organizational structure and accountability mechanisms for promoting gender equality

¹⁰ CHSJ India (2014), *Policy on Prevention of Sexual Harassment – Effective 2nd September 2014, amended and updated 21st March 2018, page 4*

¹¹ Ibid

Overall findings:

- CHSJ promotes gender equality in its organizational structure and accountability mechanisms by having a diverse and inclusive board, transparent salary structure and a grievance redressal procedure and a balanced staff representation.
- Job descriptions hold staff accountable for integration of a gender perspective within programmes and by reaffirming a commitment to CHSJ’s values it indirectly holds employees responsible for promoting equality within the workplace
- CHSJ’s performance appraisal system does not have a separate competency that says “support to for advancing equality within the workplace. However, even if not stated explicitly, the core competencies do encourage some elements of equality.

Finding	Descriptions
CHSJ has a diverse and inclusive Board of Trustees	<ul style="list-style-type: none"> • Women are usually under-represented in non-profit Boards, even among Indian non-profits.¹² It is, therefore, commendable that CHSJ has 3 female Board members in a 5-member Board. The governance audit conducted three years ago had drawn attention to the need for reviewing diversity in the Board and it would appear that CHSJ has implemented this recommendation by creating a more diverse and inclusive Board. • The gender balance of the Board at CHSJ has also been reported every year through the Annual Report.
Transparent policies on salary promote gender equity in pay	<ul style="list-style-type: none"> • The office policy is very clear and transparent with respect to the salary scale of staff within CHSJ. It therefore, allows for limited possibilities of pay gap occurring on the basis of gender (or caste or other categories that might be discriminatory).¹³
CHSJ also has Grievance Redressal Policy in place, In addition to the Prevention of Sexual Harassment Policy,	<ul style="list-style-type: none"> • As part of the grievance redressal procedure, CHSJ staff member has the option to report a complaint to her supervising team member, the supervising team member is expected to address the situation and provide a remedy within two weeks. In case the remedy suggested is not acceptable or does not prove successful, a written complaint has to be provided to the Director within a month’s time.

¹² <https://www.livemint.com/Companies/busG56HnYK2a6TeU9xcuSO/Even-in-the-nonprofit-sector-women-are-getting-left-behind.html>, last accessed 22nd May 2019

¹³ A discretionary element still exists: Staff can get discretionary increments (upto 20% of the salary for excellent performance). While, this by itself is not discriminatory, a pay gap analysis should be conducted at some stage to make sure that there is no significant differences in salaries of men and women at the same level.

<p>CHSJ's vacancy announcements/job descriptions reaffirm its commitment around social justice and equality.</p>	<ul style="list-style-type: none"> • As stated in its Office Policies, one of the parameters for selection of any candidate must be "motivation and suitability to the organizational values". The espoused organizational values include commitment to equality and social justice. • Job descriptions require staff to have a deep commitment to social justice and CHSJ values that include "equality and equity". Vacancy notifications sampled also mention that CHSJ is an equal opportunity employer. • Furthermore, the office policy (which all staff receive when joining) states that all staff have the responsibility to ensure that the vision of the organization (which includes gender and other social justice) is upheld and workplace is conducive to working well and address emerging issues at the earliest. Further, the sexual harassment policy that all staff members receive states that violence and discrimination against women is not tolerated.
<p>Performance appraisal system holds employees accountable for gender equality results</p>	<ul style="list-style-type: none"> • The core competencies and skills listed in the performance appraisal system are: <i>facilitation, communication, coordination, mentoring, decision-making, planning and review, feedback and finance management</i>. Although not explicit, we recognise that some of these competencies are intended to encourage a behaviour that promotes equality and diversity within the organization • In terms of programmes, gender justice is part of the organization's mission and forms part of the performance appraisal system. The work on advancing gender equality is assessed within section II by the supervisor and the development needs vis a vis capacity to improve perspective, knowledge and skills is included in section III. During appraisal, these are assessed by the supervisor and the plan for improvement is created jointly with the employee. If the employee is found wanting in gender (or any other social justice) perspective, the supervisor would recommend appropriate measures to address this. In addition, the inclusion of a gender perspective in all programmes (action, training and research) of the organization is assessed collectively at various forums such as the monthly team meetings and the senior management meetings.
<p>Balanced representation of various social groups within staff</p>	<ul style="list-style-type: none"> • CHSJ's efforts to create a diverse workforce has not only been about increasing the number of women but also

	<p>balance this with people who come from other traditionally marginalised social groups (such as minorities, Dalit, single women, rural men/women).</p> <ul style="list-style-type: none"> At present the senior leadership as well as program teams have a balanced composition. The senior leadership consists of persons from minority, dalit, single women, rural and non-English speaking backgrounds. Following few steps initiated during last 3 to 4 years gain importance in bringing the gender balance within the team.
Efforts are being made to correct the gender imbalance in senior leadership	<p>Currently 10% of the senior management roles (Director + Programme Managers) are occupied by women (see table below). Furthermore, in the last 4 years there were 4 promotions and only one of these promoted was female. Considering the number of women who work in the non-profit sector, a lack of talent pipeline is no longer a valid consideration. CHSJ has made a strong commitment to increasing women in senior leadership and has taken several steps recently to correct this imbalance:</p> <ul style="list-style-type: none"> All new managers appointed have been women A 'feminist' centre is being incubated with complete female leadership. A senior woman activist who is supposed to lead the feminist center will hold a 'Director' level person. The Decentralisation process will lead to 3 women led units compared to 2 male led units.

Table: Current staffing (sex-disaggregated) in CHSJ

Position	M	F	% women
Director	3	0	0%
Manager	4	3	43%
Officer	2	3	60%
Associate	2	1	33%
Assistant	1	1	50%
Driver	1	0	0%
Total	13	8	38%

3.2 Access to resources and opportunities for learning

Finding:

1. CHSJ prides itself on fostering continuous individual and programmatic learning and innovation; capacity building of staff provides adequate opportunities for learning and reflection on gender. Staff value the learning and development opportunities provided by CHSJ.
2. In the absence of a structured mentoring programme, staff are not opting for mentors who can support them on their social justice journey.

Finding	Description
<p>Internal capacity building: Internal capacity building of staff is carried out in staff retreats, and orientation of select issues is done in Tuesday meetings.</p>	<p>Staff retreats over the past three years have focused on issues such as intersections between gender and other identities, reflecting on CHSJ’s workplace culture from an inclusion lens, exposure to histories of fascism rising from intolerance towards certain communities, orientations on the various ways in which gender impacts health status of men and women. Training on child rights was conducted by Haq, orientation to concerns of single women by the Ekal Nari Shakti Sangathan at a staff retreat and introduction to the work done by Jagori to address gender in hilly regions). Retreats are often held in the field areas of partner organizations, so that staff has the opportunity to understand the work of grassroots organizations, interact with partner organization staff and reflect on their own work culture.¹⁴</p>
<p>Access to external resources: Staff are regularly sent for capacity building trainings, which include building perspectives as well as skills.</p>	<p>External resource persons are invited for some of the orientations in staff retreats and Tuesday meetings (eg. Runu Chakraborty held gender sensitization sessions with staff over a period of one year during Tuesday meetings).</p> <p>Previously, staff have attended capacity building and learning exchange programs on various gender and inclusion related issues – interventions on ending violence against women (Breaking the cycle of GBV by an international consortium of organizations), conducting evaluations from a feminist perspective (Feminist Evaluation Network), research methodologies to study inequities (Azim Premji University and the Equity Hub at the Achuta Menon Centre for Health Science Studies, SCTIMST), sexual harassment (Partners in Law and Development), gender and sexualities (Sambhavnaa), child rights (Oak Foundation).</p>

¹⁴ This data is pulled from a note provided to the Gender Audit Team

Mentoring support: Although staff are encouraged to seek a mentor, there is no specific mentoring programme in place.

Organizational Change Facilitation skills Training Programmes have helped build the inter-personal senior managers/leaders

In addition, staff are also sent for exposure visits to other organizations.

Recognizing the hierarchical nature of the institution, staff members are encouraged to seek a “mentor” who may be an internal or external person. This is done to ensure that each staff member has someone that they can share their concerns with, beyond the supervisor. Runu Chakraborty had played a mentorship role to individual women staff for a period of one year in 2014-15. At present however, not a lot of staff have chosen mentors.

Most of the managerial staff have taken part of the ISABS run process lab. This is a significant investment made by CHSJ. Staff who have attended these workshops have found them to be very beneficial in reflecting on their own behaviours, how they facilitated processes within the organizations and on their leadership styles.

3.3 Social norms and deep structures that constitute organisational culture

Organizations need to pay particular attention to the lower left hand of the quadrant, which reflects the norms and practices that constitute organizational culture. The norms and practices are “hardwired into the DNA of organizations and play out in their structures and values, artefacts and processes, ways of working and behaving.”¹⁵ In *Gender at Work*, we refer to these as deep structures. “collection of values, history, culture and practices that form the “normal” unquestioned way of working and discriminatory norms as those that are manifestations of structural hierarchies and inequalities.”¹⁶ These “deep structures” pose the greatest challenge that women and marginalised groups face in any organizations. It is difficult to measure real change in organisational culture, yet it undoubtedly has a huge impact on the success of any initiatives in making genuine change. These “deep structures” guide the day-to-day behaviour of employees, are reflected in the unconscious bias of leadership in making hiring and promotion decisions and the kind of organizational culture that fosters a workplace in which women or marginalised groups can thrive.

Finding:

¹⁵ Rao, A. (2016). Challenging patriarchy to build workplace gender equality. *IusLabor*, (2); available at https://genderatwork.org/wp-content/uploads/2017/05/Challenging-Patriarchy-Workplace-Gender-Equality_IUS-Labour_Rao_A_BOOK.pdf, last accessed on 19/05/2019

¹⁶ Rao, A., Stuart, R., & Kelleher, D. (1999). *Gender at work: Organizational change for equality* (No. 331.4133 RAO. CIMMYT.).

1. CHSJ has created an organizational culture that values employees challenging social norms both in their personal and professional lives. This is undeniably remarkable given the nature of their work. While employee commitment to the social justice agenda of CHSJ is high, some employees are finding it harder to face the personal scrutiny that this approach brings.
2. CHSJ's leadership has a strong commitment to gender equality and social justice but need to reflect on their "conscious and unconscious" manifestations of power in the organization.

Findings	Description
<p>Formal and informal platforms exist that allow staff to have discussions on gender justice.</p>	<ul style="list-style-type: none"> • The Tuesday meeting has been highlighted consistently as an example of a platform for open discussion various topics, especially around gender justice; one interviewee said, "70% of the meetings are around gender related issues." The Tuesday meeting has not only helped sharpen CHSJ staff's articulation on gender but has also contributed towards breakdown of hierarchy.
<p>Organizational practices promote equalizing among all employees and breakdown of hierarchies.</p>	<ul style="list-style-type: none"> • Washing utensils/toilets has also been highlighted as a practice that contributed to "equalizing" among all employees and helped greatly in challenging 'traditional beliefs' which support unjust practices. • The practice of having lunch together, attending social events were also noted as ways in which staff felt connected with each other.
<p>CHSJ Leadership has made conscious efforts to promote women's leadership within the organizations</p>	<ul style="list-style-type: none"> • Most staff feel that senior leadership is committed to gender equality. • CHSJ leadership have recognised the lack of women in senior roles/positions. Over the last few years, there has been a deliberate move to bring more women in these roles, either through new hires or through the planned decentralisation process, including the incorporation of new units such as Parichiti. • Directors need some support to reflect on their "conscious and unconscious" manifestations of power that they hold and that has implications on nurturing a gender equitable culture

4 CONCLUSIONS AND RECOMMENDATIONS

KEY RECOMMENDATIONS:

The gender audit team has identified several areas where CHSJ could make changes to advance gender equality within the organization. This builds on some of the work that is already taking place, e.g. we see that CHSJ has a strong commitment to social justice, especially around gender justice in its work. Recent efforts to bring in women in senior leadership positions (at the programme manager levels) and promote flexible work arrangements are noteworthy. The gender audit team puts forward the following recommendation and proposes that a small group within CHSJ, consisting of men and women across levels organize a discussion/dialogue to interpret, prioritise the recommendations and develop a roadmap.

4.1 Formal Policies and processes

1. Draft a workplace diversity, equality and inclusion (DEI) policy to outline CHSJ's organisation's stated intent, goals and practices along with an action and clear metrics for tracking progress

To strengthen this further it is important for CHSJ to bring together many systems and practices in action under a gender policy to create accountability mechanisms for advancing gender equality within the workplace. This was a key recommendation in the 2014 audit, which is still to be acted upon, *A written Policy framework and strategic planning to make CHSJ have equal number of women's presence in the management, senior positions and its role also in the administration would help in bridging the gap in the various levels of staff.*"

While we acknowledge that CHSJ's senior leadership is committed to promoting gender equality, a workplace gender equality policy is necessary to make explicit CHSJ's gender equality intent, goals and practices. It is an important tool for communicating to all employees and external stakeholders (donors, network members, allies) CHSJ's commitments towards all genders and the expectations from its partners in adhering to these stated standards.

Keeping in line with CHSJ's broader social justice mandate, we recommend the preparation of a Diversity Equality and Inclusion (DEI) policy rather than just a gender equality policy.

Good to have: In particular, we feel that CHSJ should review its policies towards people with disabilities. Although this was not a remit of the gender audit, we found the absence of any mention towards the rights of disabled people in its vision, mission, strategy documents and office policies that were available to us a considerable gap in its approach on social justice.

2. Codify some of the positive organizational practices regarding child care and flexible work arrangements for ease of orientation to new staff/leadership:

There are several practices within CHSJ that are unwritten but promote gender equality, such as support for families to bring children to office, making provisions in training programmes for young parents to bring their children etc. Similarly, as a practice staff safety is kept in mind during field visits; however the current Travel Policy does not explicitly address the safety issues that women may face in the field. For example, there might be instances when the per diem provided for hotel expenses may not be sufficient in a location with severe safety concerns.

3. Amend the Office Policy to include clauses/measures that ensures protects all vulnerable groups from discrimination within the workplace: We acknowledge that CHSJ has a fairly progressive

workplace culture that encourages all genders to express themselves freely. However, as the organization transitions into new leadership, it would be important to develop a policy that explicitly articulates the organization's vision for diversity that includes staff who are LGBTI, tribal, scheduled caste. Some of the policies that other progressive organizations have taken to make their workplace more inclusive include: 1) Recognition of Domestic Partners under the Medical Insurance Plan; 2) Support towards Gender realignment surgery; 3) Gender Neutral and Disability-friendly Restrooms; 4) Adoption Assistance.

The CHSJ Office Policy explicitly requires all staff to behave in accordance with the Organization's values. However, the Office Policy does not explicitly mention a code of conduct (behaviour protocols, language) to be used within the office, except for in relation to its engagement with children. We would encourage CHSJ to reemphasize its commitment to an inclusive culture in its office policy by including a code of conduct that addresses discrimination (including use of offensive language) and protection of all vulnerable groups (such as LGBTI, Dalits etc.)

4. **Institute mechanisms for doing organizational climate assessments:** In the past there was a 5-member core group comprised of HR, 3 people nominated by staff and one director. CHSJ could consider reviving this groups and assign it with the responsibility of doing a constant check on the organizational climate

Good to have

- **Recruitment of an HR manager (internal or external hire):** There is no HR manager for a significant period of time. Many staff members (current and former) pointed out the value in having an HR manager who is able to provide an impartial perspective.

Grievance redressal processes should be strengthened to support conflict resolution and constructive relationships: In any organization, disputes, grievances, and interpersonal conflicts are inevitable. Although on paper a grievance redressal process exists, very few use it because of the way that it has been set up, which is geared towards a complaint process rather than as a mechanism that encourages conflict resolution. Staff feel that instead of reporting complaint to their superior, they would be more comfortable if they could report their issue to an independent third party (internal) such as the HR manager. Inter-personal conflicts can escalate into bigger issues without an adequate grievance redressal procedure. It is important that CHSJ has in place a variety of resources for individuals to seek resolution and ultimately heal. We recommend that staff review the existing grievance redressal mechanism and develop a conflict resolution protocol that they are comfortable with. One possible structure that can be put in place is that of organizational ombudsperson or "ombuds-team" that provides an avenue for those who feel vulnerable, hurt or injured, or just confused, to speak in a safe place about their concerns and issues and to mediate conflicts among team members. The core group that was in existence earlier could also play this role.

- **Ensure gender balance within programme teams:** Currently, the health team consists almost entirely of women staff, whereas due to the nature of work, the men and gender equality (MAGE) team consists of more men (who function as trainers and interventionists). As one interviewee noted that it may not be necessary to have only male trainers for the work on engaging men. CHSJ could benefit from having a gender diverse workforce within programme teams.

- **Provide more extensive orientation session to the external IC members of CHSJ, including an introduction to the entire staff where all three external staff are present at the same time.:** Although this is not a compliance issue, IC members felt that they would be able to discharge their duties more effectively if they had better contextual understanding of CHSJ (programmes, office location, staff representation in programme). The present external members of IC need to be introduced to the staff as a whole. Their only interaction with staff has been with the staff who represent CHSJ on the IC and if staff have brought cases to their notice but have not received a fuller introduction to all staff and to the work of CHSJ.
- **Extend and communicate CHSJ's safeguarding policies to all vulnerable beneficiaries:** CHSJ has a strong POSH policy that is in line with the requirements of the SH Act (2013). CHSJ also has a Child Protection Policy.¹⁷ However, in line with the recent crises in the humanitarian sector, there is an increased onus on non-profit staff to communicate the SH policies to beneficiaries. Beneficiaries cannot report issues of SH unless they are aware of the policies and procedures for complaint. In light of this¹⁸, CHSJ need to think of communicating its SH policies/complaint procedures at the time of any convening/engagement with beneficiaries such as in the context of a training programme, symposium or even a field visit. We would like to note that CHSJ has started thinking towards implementing it in the future events of the organisation.
- **Reinforce inclusive behaviours by making the linkages to DEI and the required competencies clearer in the appraisal system:** The definitions of the competencies should be included in the performance appraisal form, along with examples that demonstrate commitment to gender equality so that staff were able to understand and align with the behaviours /actions that were being encouraged. To avoid discrimination of any kind, remind staff to check their language when talking about other people's job performance

4.2 Consciousness and Capabilities

1. **Leaders need to continue to strengthen the climate of trust** within so that people who speak up are not excluded even if their perspective is at variance with the organizational goals. Some of the key principles for diversity and inclusion within organizations are reciprocal understanding, respect for plurality and mutual respecting, enabling work environment, trust and integrity. Leaders continuously need to check their behavior against these core principles – this could be achieved by seeking regular feedback from peers and juniors within the organization. In particular, CHSJ leaders need to be conscious of the “invisible power” that they exert in the organization by virtue of multiple reasons – expertise, role hierarchy and experience. This has implications in the way that they engage with their employees – whether they are enabling, empowering or patronising. Periodic 360-degree feedback systems can be instituted as a mechanism for seeking feedback from both internal and external stakeholders.
2. **Leadership development programmes/ review mechanisms to increase self-awareness regarding inclusive behaviour:** At the same time CHSJ staff has to be supported on their journey to becoming better leaders through participation in training programmes which provide opportunities for self -

¹⁷ CHSJ Office Policy, effective from 1st January 2018

¹⁸ Also, the ambit of SH Act (2013) is fairly broad – and covers sexual abuse even in conference venues etc.

reflection. In addition, senior leaders, especially those who are now going to be heads of units under the decentralization programmes could benefit from counseling/coaching sessions that help them with their own emotional health and guidance on leading teams in the context of a stressful external environment.

4.3 Access to resources and opportunities

1. Revitalize the “mentoring programme” to provide opportunities for learning and growth into leadership roles for both women and men within CHSJ

While CHSJ has instituted a mentoring programme for its staff, it has fallen into disuse because it does not have a formal structure and follow up mechanism. Establishment of a mentoring programme and culture within CHSJ would benefit both women and men who are moving into leadership roles. Senior managers both men and women said that they would welcome the creating of a space or mechanism by which they could reflect on their own leadership styles and challenges in creating a gender equitable environment. As we have noted before, the culture of challenging social norms is sometimes at odds with the employees lived experience. The mentorship process could be useful in this context to help new and existing employees understand and confront their assumptions and more adapt more easily to the CHSJ work culture.

A mentoring programme encourages open dialogue and has the potential to increase the level of psychological safety that staff feel within the organization. If it is carefully designed, the mentoring programme can help staff challenge their own assumption, behaviours and action and be an instrument of personal and social change. For CHSJ, it offers the possibility of increasing congruence between the individual mindsets and behaviour of staff and the organization’s social norm change objectives.

4.4 Social norms and deep structures

1. CHSJ can be more inclusive in its internal communications, ensuring that people are not getting left out or feeling inhibited to speak and increasing the level of “psychological safety” of its employees

As a social justice organization, CHSJ has taken it upon itself to challenge social norms in all kinds of interaction, including in the practice of rituals among its staff. Although, this is an admirable practice, some staff feel that they are under scrutiny because they are not able to live up to the organizational standards /values in their personal lives. One staff referred to it as “silent masculinity”.

There needs to be an honest conversation within CHSJ regarding the subtle inhibition employees feel in freely expressing themselves within CHSJ. One of the tenets of inclusion is to ensure that employees are being listened to, employees are able to reflect and speak in way that is empathetic and does not silence the other. As noted in in Rao (2016), “A particularly toxic feature

of how power works in organizations is through a culture of silence held in place by the threat of social ostracism in its most benign incarnation to violence in its most hostile manifestation.”¹⁹ There is a fine balance between challenging social norms and in putting down employees for their religious beliefs and for practicing rituals. How CHSJ walks this tightrope will determine how inclusive it is.

2. Undertake a feminist analysis of privilege and power within the organization to further breakdown organizational hierarchies and nurture inclusion

Many interviewees acknowledged that organizational hierarchies exist within CHSJ and that staff do not feel they have equal access to the Directors. Unequal access to directors might privilege a certain set of people within the organization. It would be useful for CHSJ staff to reflect on the forms of power that exist within CHSJ and how they play out within the organization. What privileges do some staff have that allow them to challenge social norms, organizational hierarchy and other power structures more easily than others? CHSJ staff can reflect internally on “who gets heard and what gets heard” and what that means in terms of an equitable work culture.

In conclusion, we hope that the Gender Audit has set in motion a process of collective reflection within CHSJ, especially around what a gender equitable culture looks like in the organizations. The gender audit should be seen as an entry point for exploration of “deep structures” within the organization.

¹⁹ ibid

5 ANNEX 1: GENDER AT WORK ANALYTICAL FRAMEWORK

Table 1: Gender at Work Analytical Framework

<p>CONSCIOUSNESS AND CAPABILITIES</p> <ul style="list-style-type: none"> • Women and men feel respected, confident and secure in their work environment • Staff are knowledgeable and committed to gender equality • Management and senior leadership demonstrate a positive attitude toward and commitment to gender equality (<i>political will</i>) • There is capacity for dialogue, priority setting, and conflict management • Staff understand, reflect on and possess skills related to gender equality • Partners have knowledge and commitment to gender equality 	<p>RESOURCES</p> <ul style="list-style-type: none"> ▪ Budget, time, and sufficient human resources are allocated to actions to advance equality ▪ For mainstream development organisations, there is a commitment to and resourcing of mainstream actions and targeted initiatives (twin-track approach) ▪ There are a number of women in leadership positions ▪ Training and capacity building for achieving gender equality is in place ▪ There are internal gender equality champions (within): <ul style="list-style-type: none"> ○ Senior Management ○ Human Resources (HR) Department ▪ There are active gender networks within the organisation ▪ Knowledge sharing occurs and there are learning spaces/processes on what works to promote gender equality
<p>SOCIAL NORMS AND DEEP STRUCTURES</p> <ul style="list-style-type: none"> ▪ Women’s leadership is accepted ▪ There is organisational ownership of issues related to gender ▪ There is an acceptance and promotion of flexible arrangements in support of working parents and families ▪ Gender equality issues are firmly on the office-wide agenda ▪ Agenda-setting and power sharing processes are open to change ▪ Value systems prioritise knowledge and work geared to social inclusion and gender equality ▪ The organisational culture prohibits and takes action against harassment and violence ▪ The organisational culture is inclusive of and values different perspectives 	<p>POLICY AND RULES</p> <ul style="list-style-type: none"> ▪ The organisation’s mission and mandate include working for gender equality <ul style="list-style-type: none"> ○ Corporate objectives and results framework include gender equality outcomes ○ There is a commitment to influence partners on gender equality ▪ There is a gender policy supported by gender action plans and gender audits ▪ Management and staff are accountable for implementing gender equality policies ▪ Policies for anti-harassment, work-family arrangements, fair employment, etc. are in place ▪ A commitment to gender equality and women’s rights is embedded in staff recruitment, performance objectives, and overall appraisal ▪ There are incentives, mechanisms, and processes that hold the organisation and all staff accountable to women clients and accountable for achieving gender equality objectives