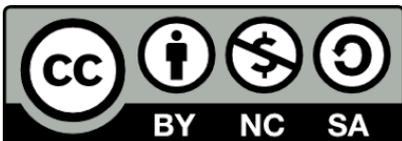




# Murrindindi Council Gender audit survey results

May 2015





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## Executive summary

Australia's gender equality scorecard reveals key results for workplace gender equality Australia wide (Australian Government, 2014). Dismantling the cultural and structural barriers that limit women's ability to engage in employment and then progress to leadership roles is central to achieving gender equality. To achieve such progress employers will need to establish strategies and initiatives that are known enablers of gender equality and track their impact. Key findings reported by the Workplace Gender Equality Agency in 2014 show that the representation of women steadily decline when moving up the management levels, only 17% of CEO positions are women. 31% of organisations have no executives or general managers' who are women with less than 1 out of 10 organisations have a set target to lift the number of women around the boardroom. The pay gap between genders is significant; women's average total remuneration across all industries and occupations is almost 24.7% less than men's.

This gender audit survey report is part of the gender equality audit of the workforce at Murrindindi Council. It's a first step towards establishing a benchmark and to better understand current practice within the organisation. What gets measured gets managed and this survey analysis presents the data to increase understanding of gender equality and put in place measures to address inequities including under representation of women in management and the low representation of men in traditional female dominated roles. This report provides a summary and analysis of the results of the audit survey, identifying organisational strengths and opportunities for improvement in regards to the way gender is integrated and monitored in processes, policies and activities of the organisation. These results will inform and shape into Murrindindi Council's Gender Action plan. The data reported here includes demographics of organisations, emerging trends, responses to open ended question and the analysis of identified obstacles by participants. In addition, the Gender Integration Framework as discussed in the Inter Action Gender Audit handbook (Harvey, 2010) explores dimensions like Political Will, Technical Capacity, Organisational Culture, and Accountability and are utilised to inform and guide the implementation and analysis of this audit.

Corina Modderman

May 2015

## Recommendations

- Explore employee awareness regarding what positions/roles are responsible for gender integration in the organisation.
- Staff appear to view gender issues to a differing extent going by the results of the survey. Further research will allow for analysing these differing views and development of more tailored recommendations.
- For conducting follow-up interviews or Focus Group interview, aim to include staff from both field and office locations, as well as an even split across gender. It may be beneficial to have more females participate in the interview, in line with current ratios of respondents having participated in the survey and to obtain a representative sample of the larger population. Having representation of both female and male staff will allow for exploration of the following findings:
  - Females appear more ambivalent regarding gender equality in projects and programs than males
  - Females to a much lesser extent believe there is a person responsible within the organisation to promote gender equity
  - Females appear to be far less convinced about gender analysis of program planning, more specifically when it comes to evaluation and implementation
  - Males more than females find the changing of unequal gender relations and empowerment of women and girls is adequately and sustainably addressed by the organisation's projects and programs
  - Females to a greater extent believe that job descriptions and key selection criteria reveal gender awareness
  - Females more strongly feel that gender-sensitive behaviour is encouraged in the organisation than males
  - Females appear to rate the progress made by the organisation regarding incorporating gender equity in programs and projects more highly than males
  - Males identified projects and programs with a focus on material well being as contributing to gender equality more than females
- In an attempt to boost the association between Gender Integration Framework dimensions of technical capacity and organisational culture, and political will and organisational culture, further explore:
  - What can be done from an organisational point of view to encourage discussion and promotion of gender equity, in conjunction with what skill-set is required and needing to be developed to further embed gender equality across projects and programs in the organisation.
  - Feedback from staff regarding minimum requirements, suggestions, ideas and options for further improving accountability (for example, design of projects, job descriptions, evaluation, organisational analysis of gender awareness and progress)
  - Understanding of staff regarding current attempts and status quo of organisational approach to encouraging gender equality and having courageous conversations.

- The organisation's inherent willingness and predisposition to supporting empowerment of girls and women and the changing of unequal gender relations.
- Celebrate successes and good practice when it comes to gender equality, this will allow for further increasing an already reasonably positive organisational culture. Significant gains have been made over the past two years, with an increased emphasis on gender-sensitive behaviour and an organisation-wide focus on gender awareness as important first steps.
- It is recommended to further explore the inherently positive and promising finding about the organisation incorporating gender equity in projects and programs by establishing specifics, context and baseline to compare against before more firm conclusions can be drawn.
- In general, despite an early superficial tendency for results of the survey to point towards the organisation adequately and sustainably implementing projects and programs to promote gender equality and address empowerment of women and girls, further dialogue is required and needs to be continuous to unpack where improvements can be made and where emphasis should shift in an effort to address (different opinions regarding) gender inequality, for all staff to have an equal voice and be encouraged to have courageous conversations.

## Introduction

Women's Health Goulburn North East (WHGNE) received funding from the Department of Justice in 2013 under the *Victorian Reducing Violence against Women and their Children* grants funding program. The program funding spans three years (January 2013 – January 2016) and will support primary prevention focused partnership projects across community service organisations and local government. Activities are expected to deliver outcomes at a regional or sub-regional level using whole of community primary prevention strategies. A key activity within this project, are the gender audits undertaken by Alpine Health and Murrindindi Shire Council.

The audit process involves the following stages:

1. Gender attitudes survey: November-December 2014
2. **Gender audit survey: February-April 2015**
3. Focus groups: June 2015
4. Development of Gender action plan: August 2015
5. Gender Attitudes re-survey: September 2015

### *Data analysis disclaimer*

The gender audit survey contained 23 questions, as per suggestion made in the Gender Audit Handbook (Harvey, 2010) when designing a short survey. Response categories of the survey as designed and conducted by Murrindindi Council differ markedly from the response categories used in the original gender equity survey. Relevant and significant adjustments are listed below:

- Response categories of 'not at all' and 'do not know' have been removed altogether.
- Questions 1 to 9 have response categories ranging from 'to a small degree' to 'to a very great degree' (5-step Likert scale)
- Question 10 (variable of Equality) provided 6 categories (out of original 8) for selecting if respondents felt they applied to the question posed.
- Question 13 explores the dimension of Accountability, but has merged two separate components into one question.
- Question 18 raises ambiguity regarding implied Variable as a result of re-wording.
- Questions 11 to 18 have response categories ranging from 'to a very small degree' to 'to a very great degree' when applicable (similarly applying a 5-step Likert scale).
- Response categories used in the survey were different than response categories recorded in data-file; Response categories in data-file range from 'rarely' to 'always' (5-step Likert scale).
- Response categories differed between collection of results and data provided for analysis, both using a 5-step Likert scale, but with vastly different labels between opinions expressed and results provided.

Dimensions analysed as per the Gender Audit Handbook (Harvey, 2010), and translation of those for the purpose of the current survey are listed in Appendix A. Note that variable descriptors, nomenclature, and description of statements in this short survey were also markedly changed from the original. As a result thereof, variables applied are based on optimal matching against originals. Also, short surveys don't provide enough scope for collating of information for dimensions of Programming and Organisation. In general, rationale as to with what purpose amendments were applied to the original long and/or short survey, including specificity and consistency of rules applied, is unknown to the author when writing this report. Therefore, in light of the above, caution should be taken in interpretation of the below described results.

## Results

The gender equity staff survey consisted of 23 questions, of which 3 questions inquired about respondents' demographics (age, staff-group, gender). Three questions of the 23 were open-ended questions, with age being one of them. The other two open questions explored the variables of Action and successes and challenges as part of gender integration. One of the 23 questions required respondents to choose all that applied (variable of Equality), with a maximum of 6.

Results of 68 respondents were returned for exploration prior to data-analysis. Visual exploration of the data resulted in the arbitrary inclusion criterion of data of respondents with a minimum of 10 questions containing valid ratings. Consequently, the sample for analyses purposes reduced to 64. This equates to 52% of the total staffing population.

As referred to in the data disclaimer, ratings in the response category to determine the extent of what respondents feel the organisation is doing related to advancing gender equality in program, projects, and organisational processes, were adjusted to the following choices: (1) to a very small degree, (2) to a small degree, (3) to a moderate degree, (4) to a great degree, (5) to a very great degree. Results however, extrapolated from Survey Monkey, have been recorded in the following manner: (1) Not at all, (2) Rarely, (3) Sometimes, (4) Usually, and (5) Always. This equates to a possible mismatch between input and output in terms of interpretability of data and opinions expressed. In other words, data entered hasn't been modified. It is the labels that Survey Monkey assigned to the input that are different. An example may illustrate this point further. If a respondent would have answered a question by pressing (2), to a very small degree, the corresponding result as shown in the data file reveals (2) rarely as the respondent's answer to that question. The most salient difference will be when a respondent answers a question by choosing (1), to a very small degree, whilst results would indicate (1), rarely. It is impossible to say whether response categories should follow options provided at time of the survey, or options as a result of output provided by Survey Monkey.

Consequently, for the purpose of data analysis, a match between input provided by respondents and output provided by Survey Monkey was required, although the underlying premise for the match appears sound. Therefore, **data has been recoded** in correspondence with response categories available to respondents when entering data. As a result, data will be analysed and described by using the following response categories: *(1) to a very small degree, (2) to a small degree, (3) to a moderate degree, (4) to a great degree, (5) to a very great degree.* Relevant response categories and corresponding result descriptors are listed in Table 1.

Table 1. Description of data results entered, descriptors, score and data matched for purpose of analysis.

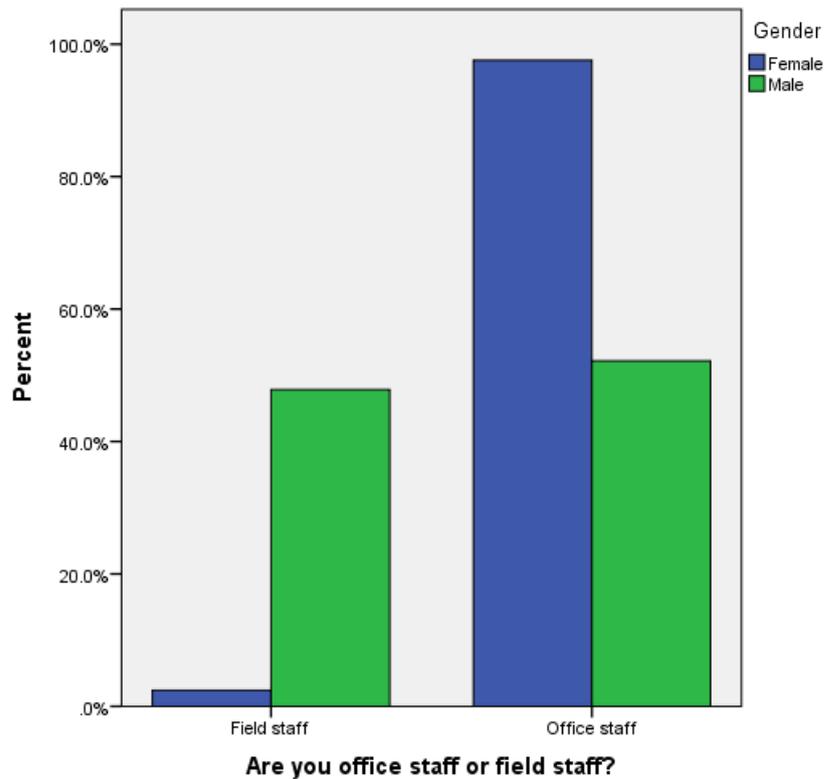
Result descriptor	Data-file result	Score	Response collected	
			Questions 11 to 18	Questions 1 to 9
To a very great degree	Always	5	To a very great degree	To a very great degree
To a great degree	Usually	4		
To a moderate degree	Sometimes	3	To a moderate degree	To a moderate degree
To a small degree	Rarely	2		
To a very small degree	Not at all	1	To a very small degree	To a small degree

The result section consists of 5 specific components; (1) analysis of respondent demographics, (2) emerging trends, (3) analysis of open questions (Q31-33), (4) analysis of identified obstacles, (5) a) Gender Integration Framework results, b) further dimension analysis. Throughout these components, specific analyses and relevant significance will be mentioned if applicable. Findings of note will be discussed and visually displayed.

### (1) Demographic data

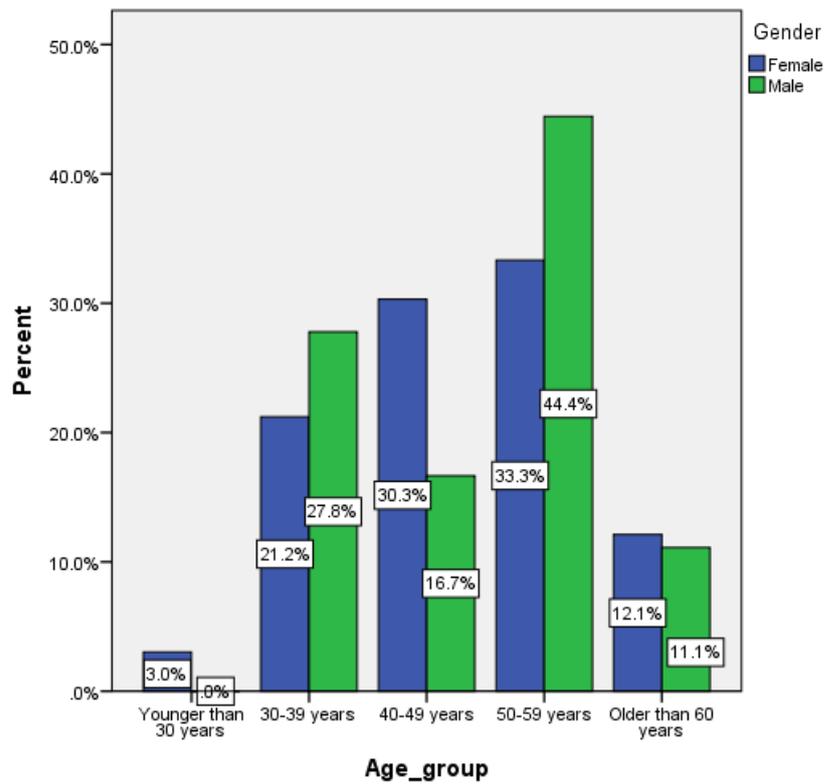
Following exclusion of 4 respondents from the initial sample, the final respondent sample size for analyses purposes revealed a gender split of 64% females and 36% males. 19% of respondents identified as field staff, and 81% as office staff. As Figure 1 illustrates, the largest contingent of female respondents is employed in an office function, whilst the majority of male respondents is employed as field staff.

Figure 1. Bar chart displaying percentages of respondents employed as field staff versus office staff, split across gender.



With regard to age, answers of three respondents were arbitrarily adjusted in order to enable calculating mean age. One respondent answered 40 something, this was adjusted to 40; another answered 50+, and this was adjusted to 50, whilst a third one answered 30-50, and this was adjusted to 30. Of the 64 respondents, 13 chose not to enter their age. Mean age of respondents was 47.7 ( $\pm 1.46$  SE) years. Mean age of males was similar to that of females (47.8 and 47.5 respectively). Subsequently, to further examine the spread of respondents' age, five age-groups were developed: (1) Younger than 30, (2) 30-39, (3) 40-49, (4) 50-59, (5) Older than 60. As can be seen in Figure 2, the largest contingent of respondents is between 50 and 59 years of age, with 44% of males and 33% of females. A similar percentage of females is aged between 40 and 49 years (30%), whilst only 17% of male respondents fall within this age-group.

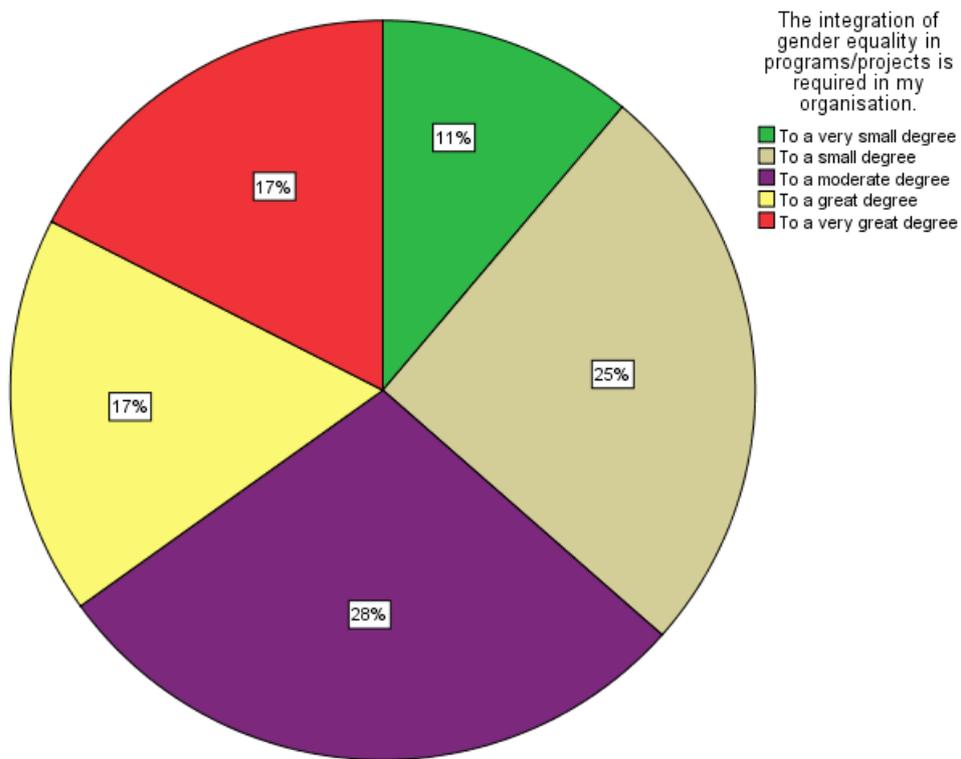
Figure 2. Bar chart displaying percentages of respondents by age-group, split across gender.



## (2) Visual exploration of the data for emerging trends

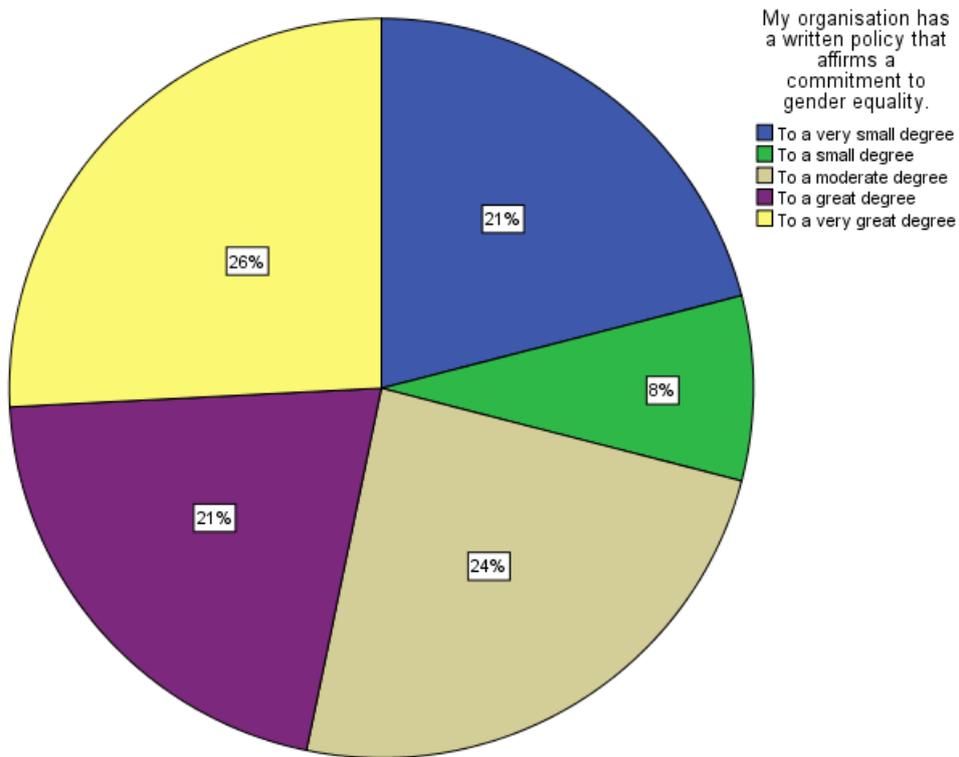
The data was explored for emerging trends to inform the next stage of the Gender Equality project, namely the Focus groups. Data of individual variables is visually displayed by using pie and a short description of results will be provided for each graph, summarising results.

Figure 3. Pie graph displaying results for the variable of Mandate.



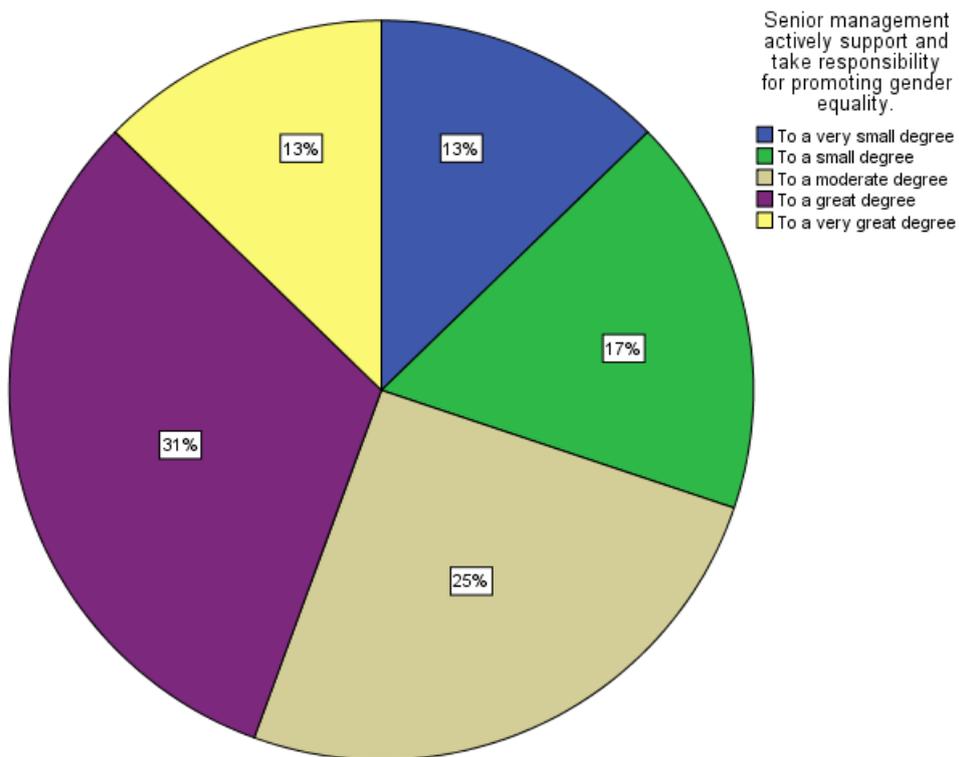
- 34% of respondents rate the integration of gender equality in programs/projects to a great degree or very great degree (both 17%) as a requirement for the organisation, with 25% to a small degree and 28% to a moderate degree (Figure 3). Female and male respondents differed in their rating regarding the moderate degree of integration of gender equality in programs and projects (20% and 8% respectively).

Figure 4. Pie graph displaying results for the variable of Policy.



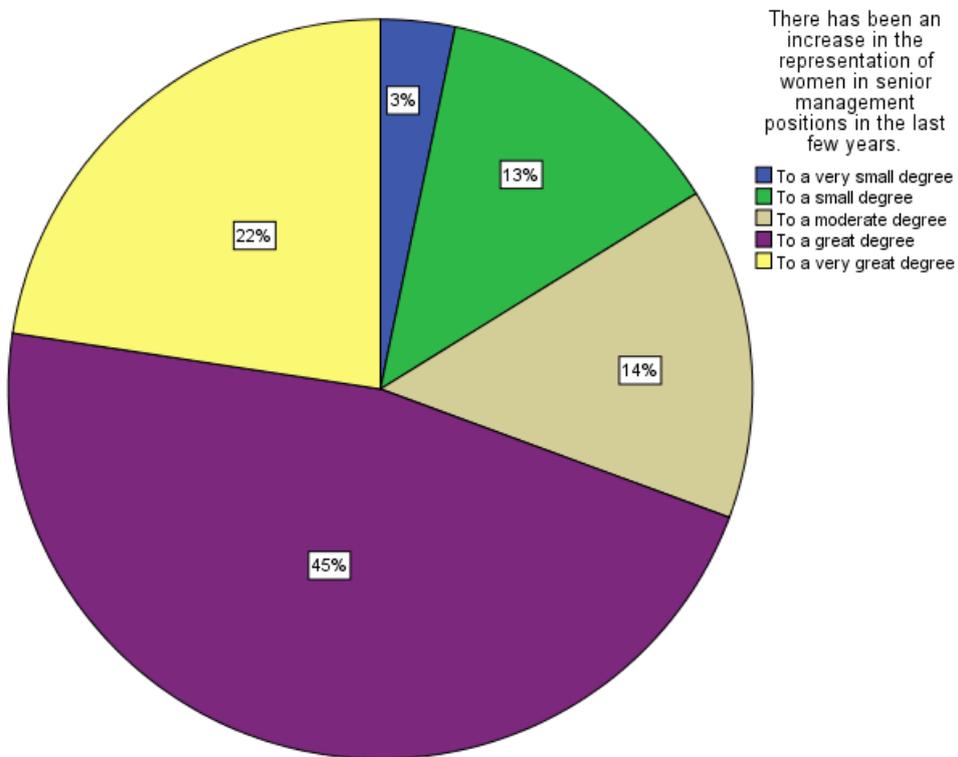
- 26% of respondents agree to a very great degree that a written policy is in place, affirming a commitment to gender equality, 21% to a very small degree (See Figure 4).

Figure 5. Pie graph displaying results for the variable of Manage.



- Figure 5 shows that approximately 30% of respondents rate that senior management to a small (17%) or very small degree (13%) promote gender equality; the largest group of respondents rate to a great degree when it comes to senior management’s promotion of gender equality (31%). 17% of female respondents rated senior management to promote gender equality to a moderate degree, as opposed to 8% of male respondents.

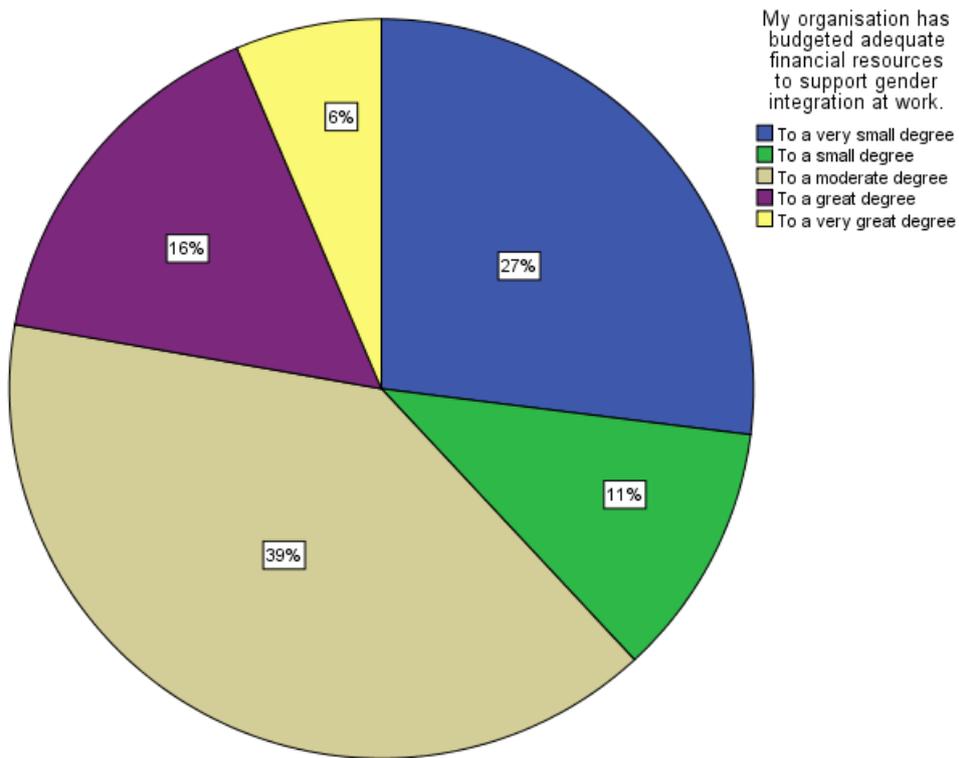
Figure 6. Pie graph displaying results for the variable of Senior1.



- Nearly half of respondents to a great degree support the statement that there has been an increase of women in senior management positions in the last few years (45%), with only 3% to a very small degree identifying the increase of women in senior management positions (Figure 6).

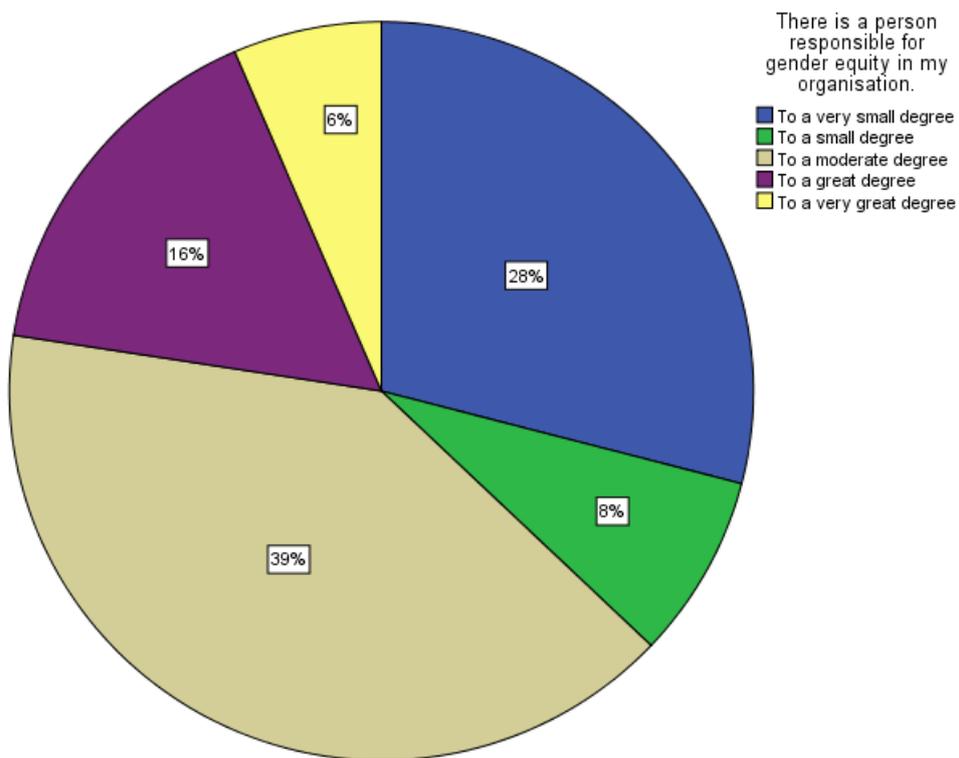
- As displayed in Figure 7, the largest proportion of respondents only moderately support the organisation’s commitment in terms of budgeting to support gender integration in the organisation (39%), with the second largest group rating availability of adequate financial resources to a very small degree (27%).

Figure 7. Pie graph displaying results for the variable of Budget1.



- 39% of respondents rate to a moderate degree when asked about the availability of a dedicated person responsible for gender integration across the organisation, with only 6% rating to a very great degree (Figure 8). Females and males differed comprehensively in terms of their ratings, with 23% of females as opposed to 5% of males to a very small degree believing there is a person responsible for gender equity.

Figure 8. Pie graph displaying results for the variable of Division.



- Figure 9 shows that 34% of respondents believe that staff have the necessary skills and knowledge to carry out their work with an understanding of gender awareness, with 30% believing to a moderate degree.

Figure 9. Pie graph displaying results for the variable of Skills.

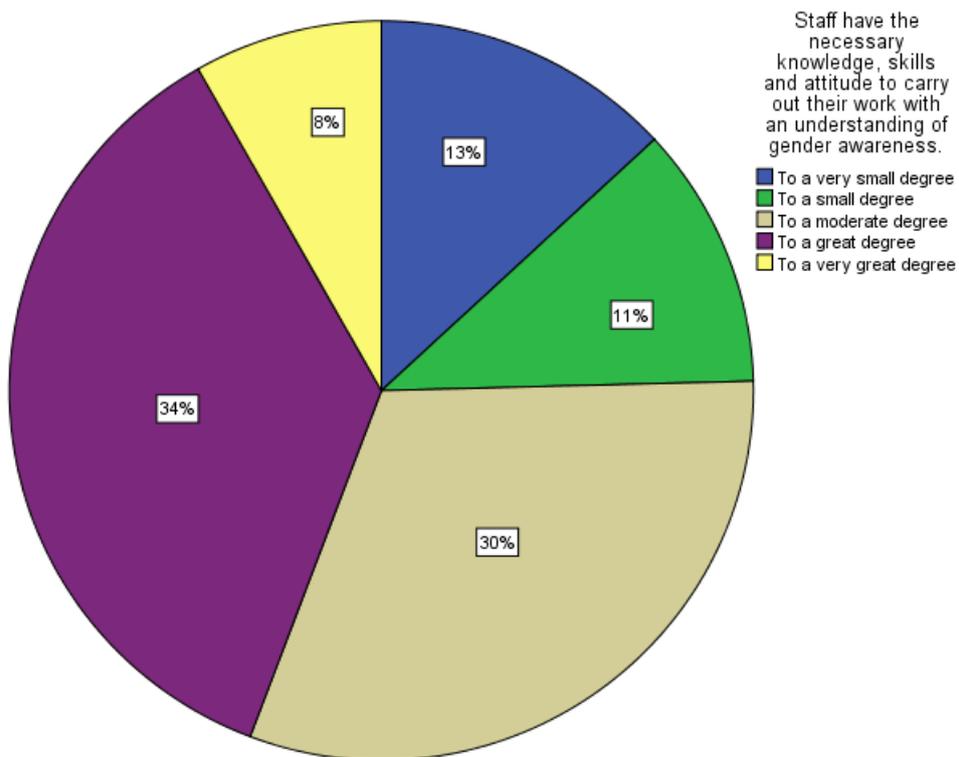
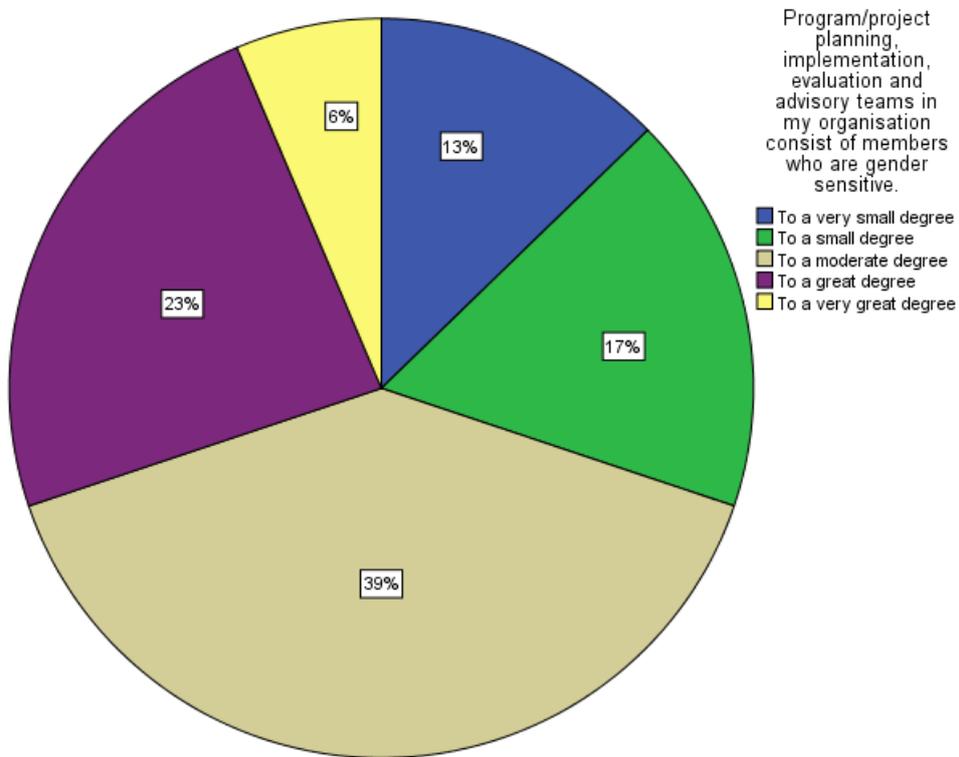
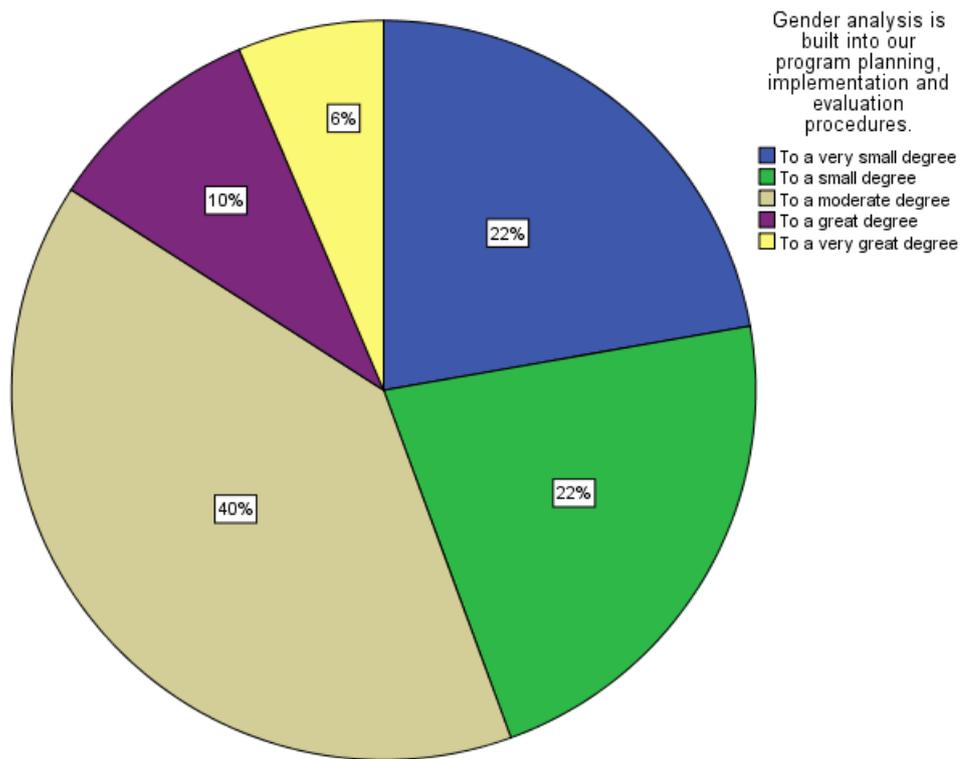


Figure 10. Pie graph displaying results for the variable of Expert1.



- 39% of respondents believe that program/project planning, implementation and evaluation is done to a moderate degree, with 23% to a great degree, 13% to a very small degree and 17% to a small degree (Figure 10).

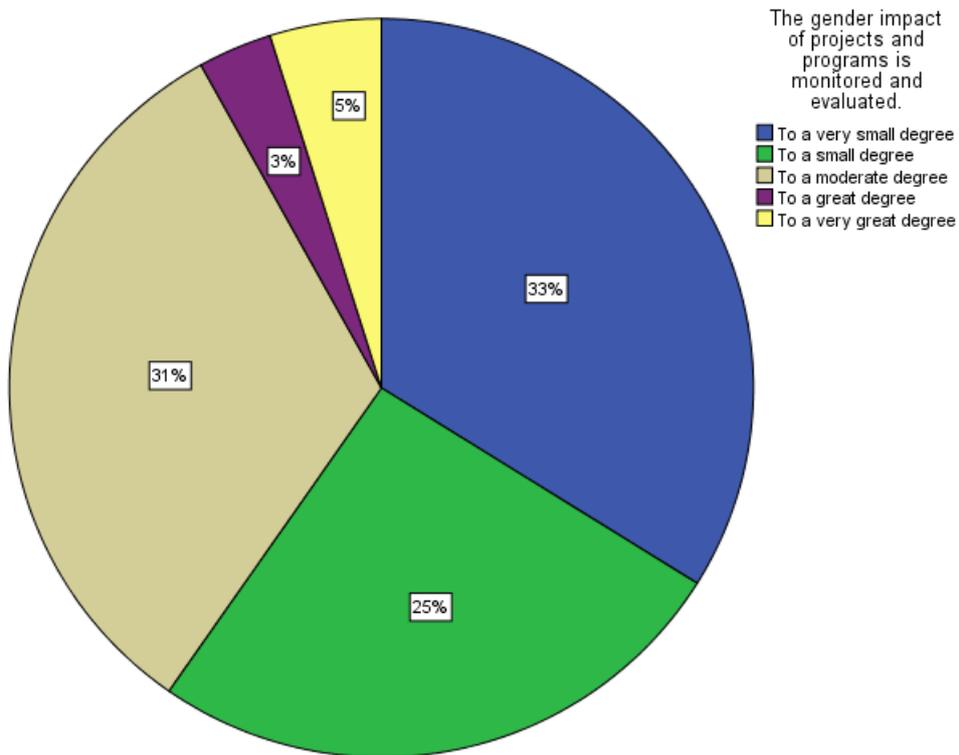
Figure 11. Pie graph displaying results for the variable of Design.



- As displayed in Figure 11, 44% of respondents felt that program planning and implementation and evaluation procedures only to a small (22%) and very small (22%) degree contained gender analysis, whilst 40% deemed it to be to a moderate degree. Female respondents differed from male respondents, with 19% rating gender analysis only to be apparent to a very small degree, as opposed to 3% of males.

- Figure 12 shows that respondents predominantly rate the monitoring and evaluation of gender impact of projects and programs as being moderate (31%), with equal proportions of respondents rating to a small (25%) or very small degree (33%). Female respondents felt considerably more than male respondents that gender impact was evaluated and monitored to a very small degree (25% and 8% respectively).

Figure 12. Pie graph displaying results for the variable of Impact.



- The majority of respondents is in agreement that the organisation’s projects and programs is contributing to the empowerment of women and changing of unequal gender relations (38% to a moderate degree, 22% to a great degree), as can be seen in Figure 13. However, female respondents tended to more consistently rate to a very small degree and a small degree than male respondents (total percentages of 29% versus 6% for females and males respectively).

Figure 13. Pie graph displaying results for the variable of Power.

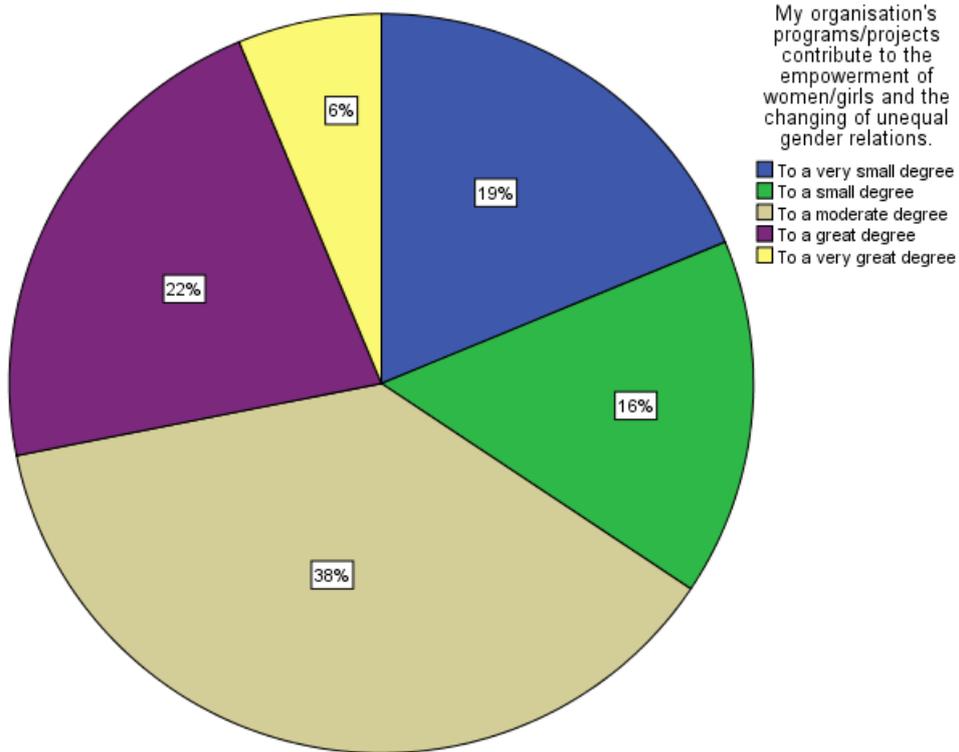
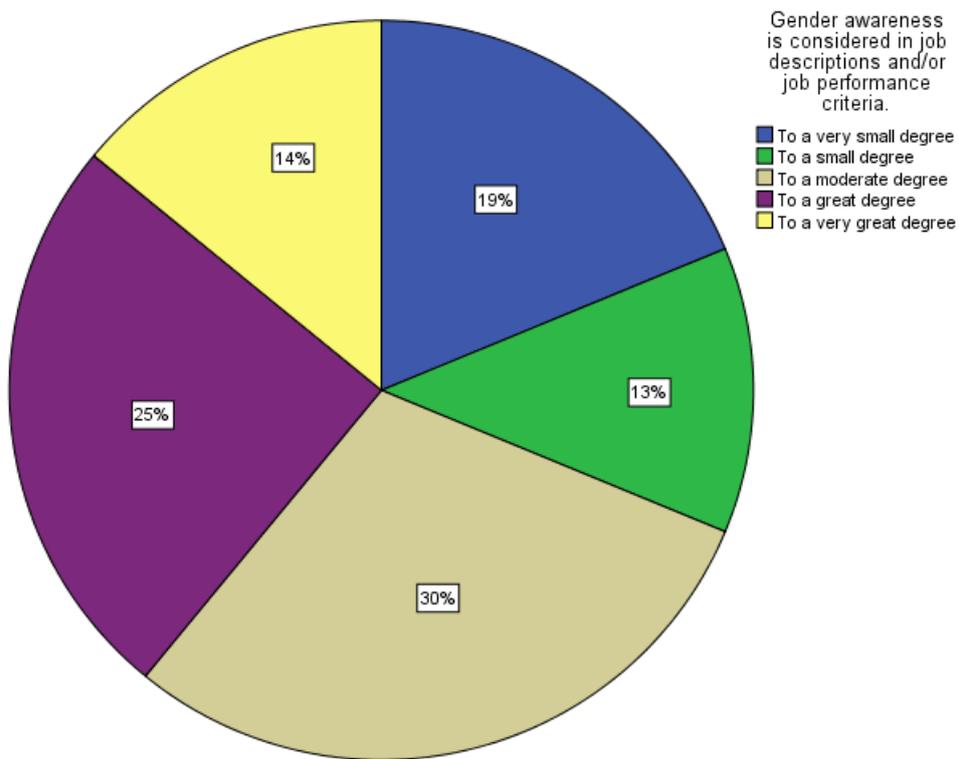
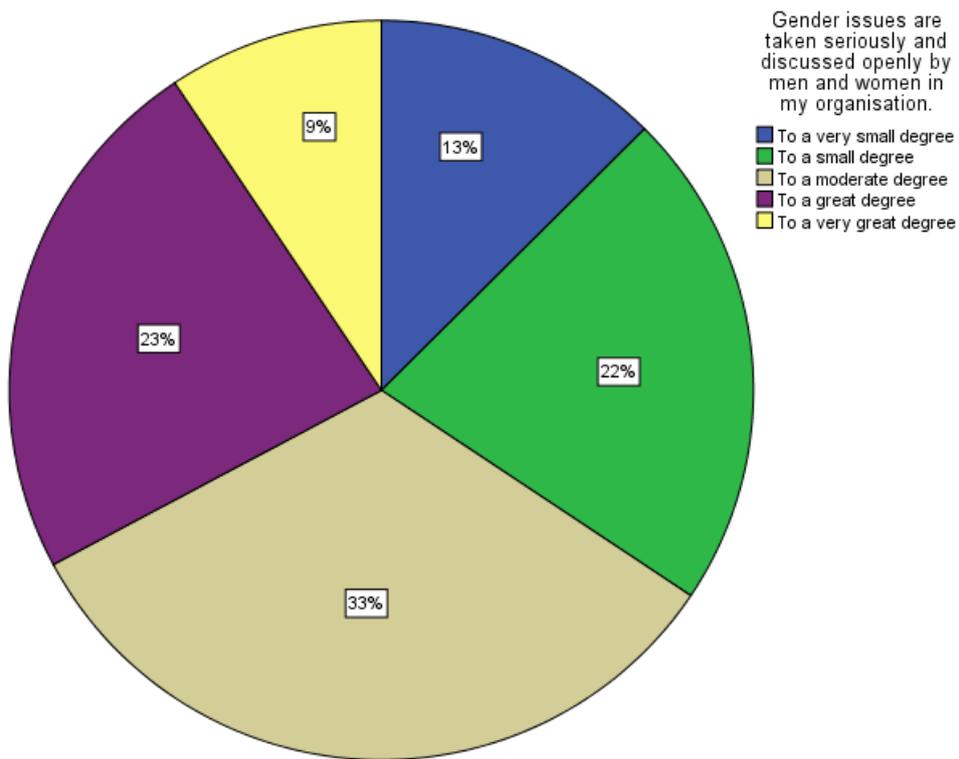


Figure 14. Pie graph displaying results for the variable of Job1\_2.



- Figure 14 shows that approximately 50% of respondents either moderately or to a great degree (25%, consisting of 19% females and 6% males) find that the working environment has improved for women in the organisation.

Figure 15. Pie graph displaying results for the variable of Discuss.



- Nearly 50% of respondents believe that gender issues are discussed openly in the organisation and taken seriously, with 33% to a moderate degree and 23% to a great degree (see Figure 15), the latter consisting of 15% females and 8% males. 22% of total sample feel that discussions are only being had to a small degree.

- A large proportion of respondents find that the organisation to a great degree encourages gender-sensitive behaviour (44%), with 22% rating language used and comments made being gender-sensitive to a very great degree (see Figure 16). 30% of female respondents as compared to 13% of male respondents believe gender-sensitive behaviour is encouraged to a great degree.

Figure 16. Pie graph displaying results for the variable of Comment.

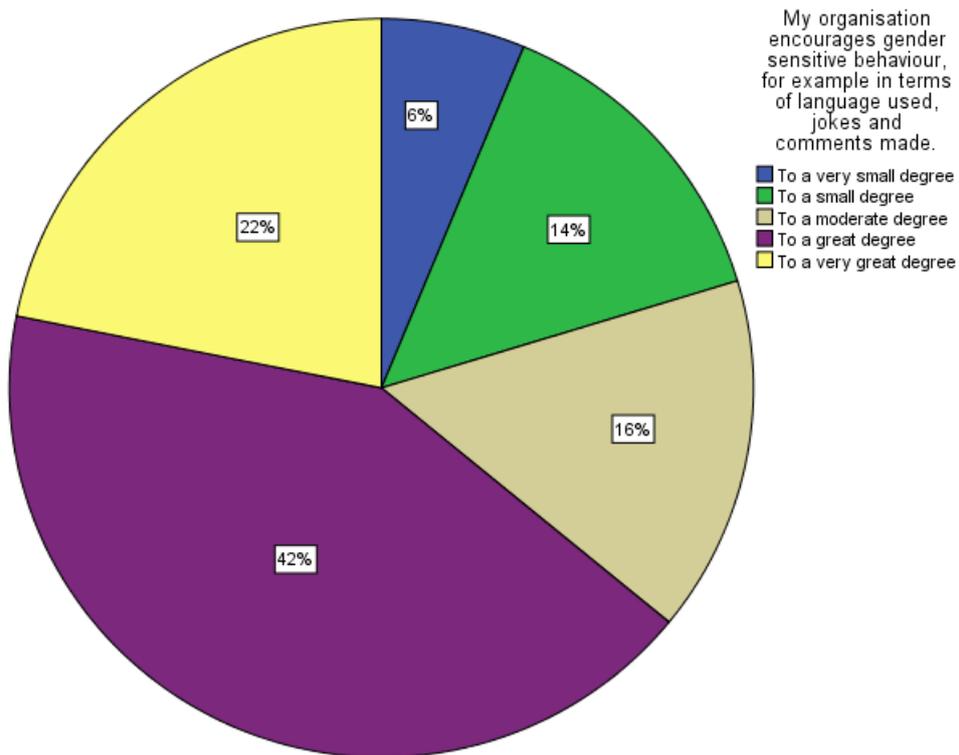
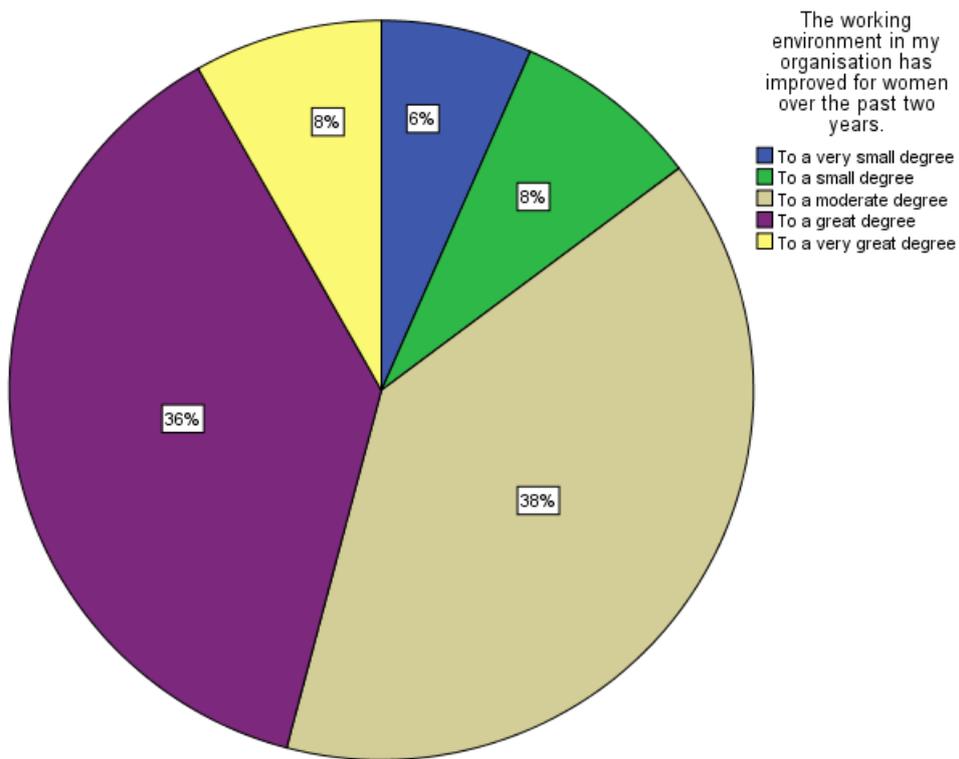
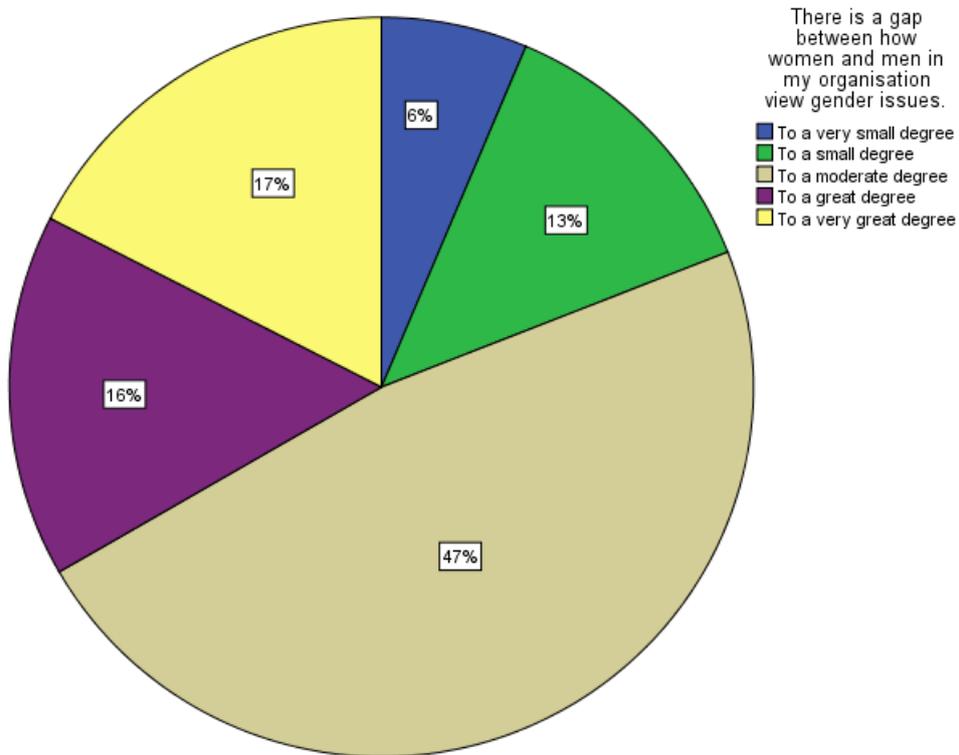


Figure 17. Pie graph displaying results for the variable of Past.



- As can be seen in Figure 17, approximately 70% of respondents feel that the working environment for women has improved over the past two years to a great degree (36%) or moderate degree (38%), the latter being made up of 25% female respondents, and 13% male respondents.

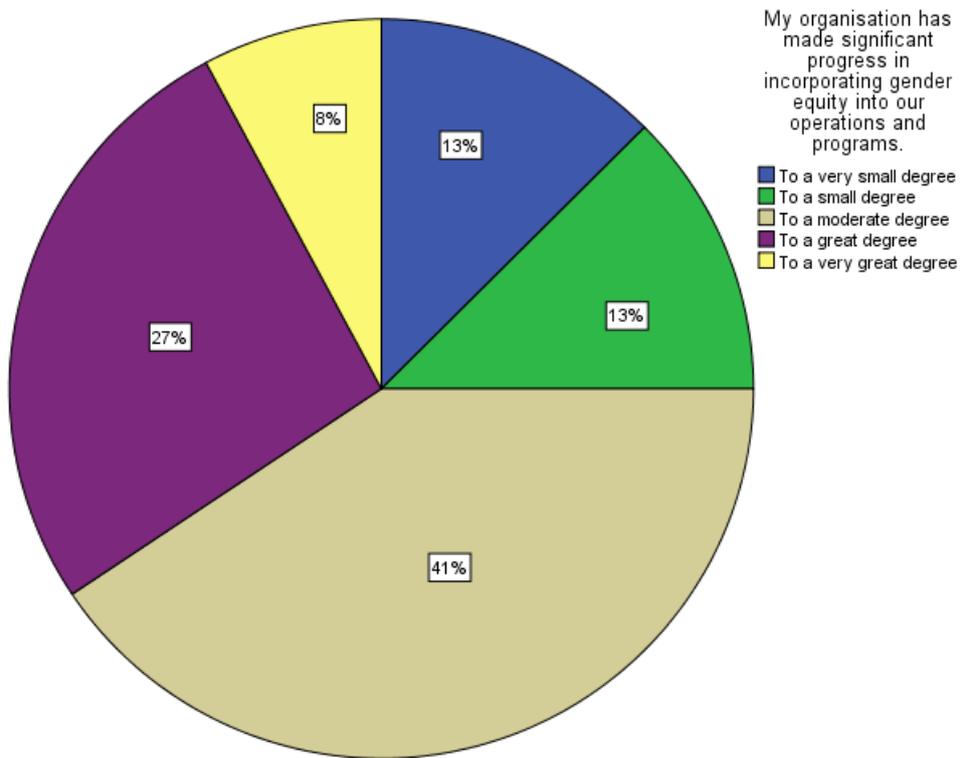
Figure 18. Pie graph displaying results for the variable of Gap.



- Nearly half of respondents view that there is a gap between how men and women view gender issues in the organisation (See Figure 18). 14% of female respondents compared to 3% male respondents believe the gap exists to a very great degree.

- Ratings regarding progress made by the organisation in incorporating gender equity in programs and projects, as displayed in Figure 19, reveal that 41% feel that progress is made to a moderate degree, split equally between male and female respondents, and 27% to a great degree, made up by 18% of female and 9% of male respondents.

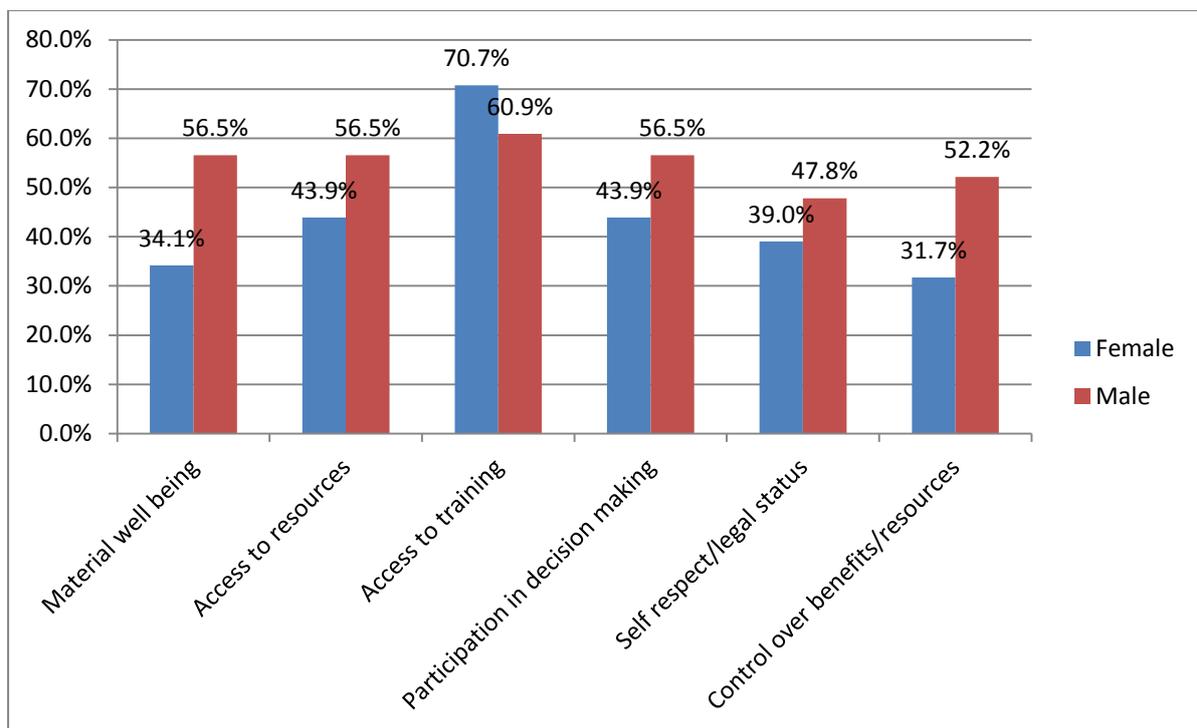
Figure 19. Pie graph displaying results for the variable of Goals.



## Equality question results (Q10)

This question, which was extracted from the long questionnaire and belongs to the sub-set of the Programming dimension, explored choices of respondents regarding programs and projects that contribute to increased gender equality. Response options (participants had to tick all that applied) were: (a) Material well being, (b) Access to resources, (c) Access to training, (d) Participation in decision-making, (e) Self-respect/legal status, (f) Control over benefits/resources. Analysis of results is presented separately here as this question differs in nature from the others. Results are displayed visually in Figure 20.

Figure 20. Graph displaying percentages for programs/projects which according to respondents contribute to increased gender equality in the organisation, split across gender.



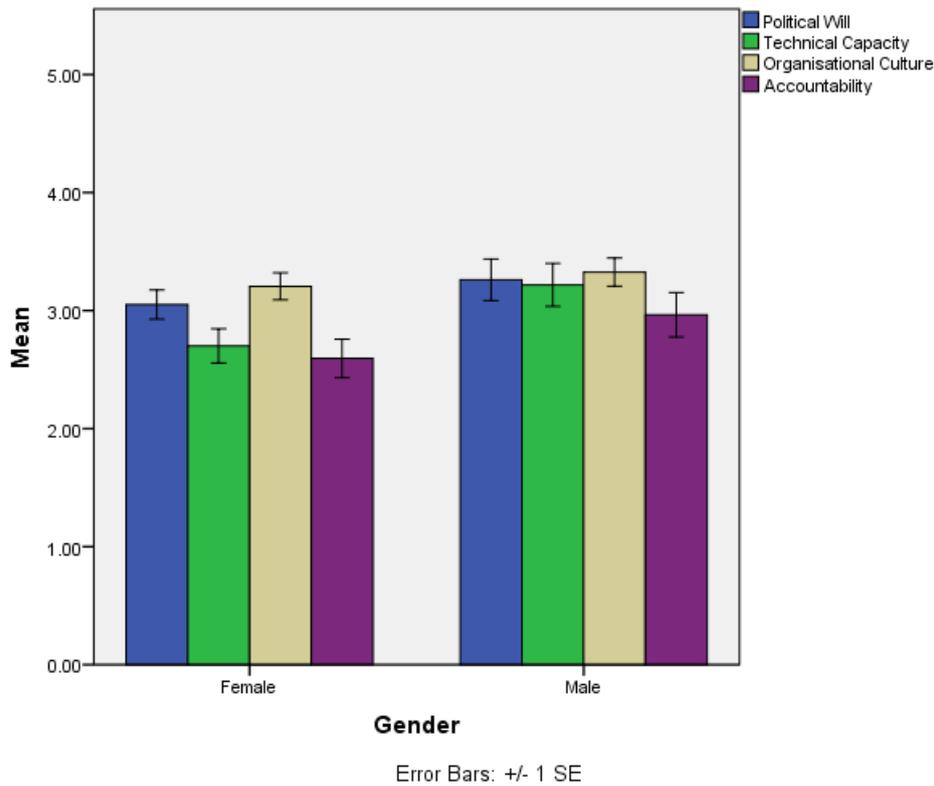
The only significant project/program that was differentially identified by females compared to males as contributing to gender equality was material well being. A trend towards significance was found, with males rating higher than females ( $\chi^2(1) = 3.03, p < 1$ ). The effect size for this project was rather low (Cramer's  $V = .22$ ) though.

## Gender Integration Framework dimension analysis

Dimensions of the Gender Integration Framework were calculated as described in the manual; responses per respondent were averaged for individual dimensions, followed by calculating of average composite scores for the entire sample. Average composite scores between zero and 1 were excluded from analyses, as this identified that some of the individual respondent results were left blank (response options ranged from 1 to 5, therefore an average score of below zero is impossible, unless a question hadn't been answered). Resulting average composite scores are plotted in Figure 21, where the split between males and females is displayed on the 4 Gender Integration Framework (GIF) dimensions.

The Gender Integration Framework tree, as referred to in the Gender Equity Handbook (Harvey, 2010), is illustrated in Appendix B. Pooled scores for the four dimensions have been entered corresponding to instructions listed in the handbook.

Figure 21. Means ( $\pm 1$  SEM) for Gender Integration Framework dimensions - Political Will, Technical Capacity, Organisational Culture, and Accountability, split across gender.



An analysis of variance (ANOVA) performed on the means for the individual GIF dimensions revealed only a significant effect for the dimension of Technical Capacity between male and female respondents ( $F(1, 60) = 4.84, p < .05$ ). So when it comes to differences between female and male respondents with regard to the four GIF dimensions, males do rate higher than females on technical capacity (3.22 and 2.70 respectively). Otherwise put, males more readily find that staff across the organisation are gender aware, have skills, knowledge and expertise to implement gender equity and also find that the organisation has dedicated staff to promote gender sensitive projects and programs.

Table 2 lists average composite scores for Accountability, Political Will, Technical Capacity and Organisational Culture across male and female respondents. Tables display means and Standard Error of the Mean (SEM). The Standard Error of the Mean is the Standard Deviation of sample means. The Standard Error of the Mean is a measure of how representative the sample is likely to be of the population, with a small standard error (relative to the sample mean) indicating the sample to be an accurate reflection of the population. It is noteworthy that for this particular sample, the standard error of the mean is reasonable low for all dimensions, indicating that the sample can be seen as an accurate indicator for the larger population (in this case the total organisation).

Moreover, pooled averages (1 being low or to a very small degree and 5 being high or to a very great degree) for all four dimensions reveal that ratings centre around moderate when it comes to the Gender Integration Framework for the organisation. The dimensions of Organisational culture and Political will attract the highest ratings, indicating that respondents feel the organisation has a fair go at implementing policies, appointing more female staff to senior positions, assigning budgets to improve gender equity, but is also creating a culture that encourages gender sensitive language, promoting of discussion regarding gender topics and has made considerable improvements compared to two years ago relating to courageous conversations about gender equity.

*Table 2. Average composite score (± 1 SEM) for entire sample for 4 GIF dimensions, split across gender. Scores range from 1 to 5, one being low and five being high.*

		Accountability	Political Will	Technical Capacity	Organisational Culture
Female	Mean	2.56	3.05	2.70	3.18
	SEM	0.16	0.12	0.14	0.11
Male	Mean	2.97	3.26	3.22	3.33
	SEM	0.19	0.18	0.18	0.12
Pooled	Mean	2.71	3.12	2.89	3.23
	SEM	0.12	0.10	0.12	0.08

As average pooled scores are relatively similar, correlations between the four GIF dimensions reveal not just primarily significant results, but also some strong effects between dimensions (see Table 3). In particular the correlations between Technical Capacity and Political Will, Technical Capacity and Accountability, and Political Will and Accountability revealed strong effect sizes (.73, .79, and .73 respectively) and were highly significant.

*Table 3. Correlations between Gender Integration Framework dimensions using Spearman’s Rho.*

	Political Will	Technical Capacity	Organisational Culture
Technical Capacity	.73**		
Organisational Culture	.49**	.47**	
Accountability	.73**	.79**	.61**

\*\*Correlation is significant at the .01 level (2-tailed)

In essence, correlations do not predict a causal relation (cause and effect) but merely represent the strength of an association. In this study, the GIF dimensions as assessed by a specific group of Variables (see Appendix A for overview) revealed a certain pattern of positive association. An example will illustrate the principle; respondents who rate high (‘to a great degree’, e.g.) in terms

of the organisation being mandated and applying budgetary measures to promote gender equality, also rate high ('to a very great degree', for example) that the organisation implements projects and programs to support gender equality, and promotion of gender equality when it comes to evaluation and recruitment.

### **Open response question 19 and 20**

**Question 19 is an open ended question asking respondents to describe any successes or challenges they have experienced in integrating gender in programming or other aspects of work in their organisation.**

From the total 64 respondents 27 provided a response to this question (42 %)

Three responds did not know, could not comment or stated not to have any issues.

Five respondents described challenges as experienced, for example:

*" I find it challenging to change old mind sets and the ideas and bias around the role of women and the role of men as such"*

These included comments about recruiting men to jobs perceived as female (and vice versa) and challenges experiences as male managers taking the role of female staff not serious.

Another 5 respondents revealed successes as experienced in gender integration. For example:

*"I have respect for the way we make decisions, we seem to consider gender in everything we do"*

One respondent experienced more females in the senior management roles as inspirational and felt support was given towards careers of both male and female staff. A suggestion made what that when a female enters a male dominated team (or vice versa), same sex mentoring or a buddy system is required to ensure they are settling in okay.

Another respondent expressed that the hardest thing is not the focus on gender but simply on experience and ability.

### **Question 20 is an open ended question; What do you think your organisation should do to improve gender equity?**

Of the total 64 respondents of this survey, 24 responses were made to this question (37%)

Overall the question resulted in a wide variety of responses including two respondents stating to be sure or not to know any answers.

It was felt that management does not take gender equity serious and that forms, templates, policies and procedures need to be reviewed in relation to gender bias.

*"There should be key questions on all project management templates and council forms and a review of all business areas policies; statements need to be turned into action that are far and equal for everyone"*

Respondents voiced that ideally this need to be combined with compulsory equity training with annual refreshers. Some respondents felt there is a need to promote awareness and a need for performance review of some managers. It was felt that at times panic does occur when gender is discussed and staff should not immediately take one side or the other. An increased understanding is needed and this should include interview panels and assessments.

Some references were made on the existence of the 'boys club' and more training required around staff views, including telling jokes. The composition of the outdoor crew should be adjusted and all meeting should take place during working hours to ensure adequate opportunity for women to attend.

Others felt that gender equity is okay and not an issue in the organisations. Respectful conversations are taking place and attitudes are shifting :

*“ I don't have a problem with gender, it is very good in both gender and age equality and we have a high participation rate of the workplace for both men and women including middle and senior management”*

Respondents felt that the organisation should continue to be as inclusive as possible and should recruit and promote people on merit as it is believed that gender is not an issue in the organisation.

Some criticism was voiced in relation to this survey and that there is a need to improve the gender survey questions and options for answers e.g. include an option for 'don't know'. Also it was felt that the survey was not clear on equality between men and women or about understanding gender identity.

## Appendix A

Dimensions applied and variables per dimension.

Dimensions			
Gender Integration Framework			
Organisational culture	Accountability	Technical capacity	Political will
Discuss (Q19)	Design (Q9)	Division (Q6)	Mandate (Q1)
Comment (Q20)	Impact (Q16)	Skills (Q7)	Policy (Q2)
Past (Q21)	Power (Q17)	Expert1 (Q8)	Manage (Q3)
Gap (Q22)	Job1_2 (Q18)		Senior1 (Q4)
Action*	Goals (Q23)		Budget1 (Q5)
Examples*			

Response categories used: to what intensity, (1) coded to a very small degree, (2) coded to a small degree, (3) coded to a moderate degree, (4) coded to a great degree and (5) coded to a very great degree.

\*Open-ended question

## Appendix B

### Gender Integration Framework dimensions

