

Gender Audit Report

The Legal Aid Service Providers Network (LASPNET)



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EXECUTIVE SUMMARY

The Legal Aid Service Providers Network (LASPNET) is a national member-based Non-Governmental Organisation (NGO) established in 2004 to provide strategic linkages and a collaboration framework for the Legal Aid Service Providers as well as maintain a common front to relevantly interface with various actors in the Justice, Law and Order Sector in Uganda. It targets three critical aspects of coordination: a collective role bringing together different legal aid service providers for solidarity in strategizing, sharing lessons and experiences, while minimizing duplication; capacitating them through collaborative research and analysis in order to link the international/regional developments on legal aid to national interventions; as well as documenting, providing needed feedback, and amplifying voice on key issues regarding access to justice/legal aid at regional, national or international level.

Under the auspices of the Democratic Governance Fund (DGF) in April 2013 LASPNET volunteered to undertake a Gender Audit with the objective of exploring and analyzing its effectiveness in carrying out the steps necessary for engendering its programmes and projects and mainstreaming into all its institutional activities. The main purpose of the gender audit was to assess the extent to which gender has been mainstreamed into current policies, programmes, organisational structure and procedures and promote learning on how to effectively implement gender mainstreaming in various aspects of the Network, including its membership. The audit results were expected to serve as inputs into the future formulation of internal policies, programme strategies, and organizational structures across the membership. It will further provide a strong basis on which to broaden the Secretariat's ability to incorporate a gender dimension in all its coordination structures and systems.

The ILO Participatory Gender Audit (PGA) is a tool and a process based on a participatory methodology which promotes organisational learning on mainstreaming gender practically and effectively. PGA methodology has been recognised and used world over, for instance in Uganda, Ministry of Finance, Planning and Economic Development (MoFPED), Uganda Bureau of Statistics (UBOS), Ministry of Education and Sports (MoES) and Justice Law and Order Sector (JLOS) have undergone gender audits in the past two years. The methodology used involved a PGA workshop with LASPNET Secretariat staff, review of key documents, interviews were conducted through a gender equality self assessment questionnaire that was administered to 7 LASPNET Secretariat staff and 19 (mainly executive heads or designated staff) of member organisations.

The analysis of the gender audit is centred on four areas namely: (i) Gender mainstreaming in programme objectives, planning and implementation cycle (ii) Gender mainstreaming in human resources and organisational culture (iii) Gender mainstreaming in information and knowledge management within the work units and public image, and (iv) Perception of achievement on gender equality.

In regards to gender mainstreaming in programme planning and management, the findings revealed that, despite being legal aid service providers to the poor, the network membership does not have a systematic gender strategy/ policy in place to guide gender mainstreaming with the exception of a few of LASPNET member organisations such as UGANET, War child Canada that have gender mainstreaming as a policy objective in their strategic plans. Moreover, gender performance indicators and targets are entirely missing and, consequently, it is extremely difficult to assess the impact of project activities and measure to what extent the objective of increased gender equality has been achieved. This was confirmed by the findings that showed that on average only 19% of the respondents acknowledged that their organizations are fully integrating gender into their programme planning and design and 82% of the respondents acknowledged that their organizations can do much more than they are doing at present.

Looking through the human resources and organizational culture with a gender lens revealed that all the legal aid service providing organizations interviewed had human resource policies that were not fully disseminated since some were still in draft form, yet these policies are very significant in determining organizational culture. Although a few network members had documented gender policies and trained staff in gender issues, some of the practices promoted family-work friendly environment, for example maternity and paternity leave was observed throughout the network, flexible work environment with exceptions of projects where officer's required daily interaction with clients. On the gender composition of staff at the organization, only 16% of the respondents said that to a fullest extent the composition of staffing is gender sensitive at organization level. The audit team however noted that the composition of the current (2012-2014) steering committee of the LASPNET is composed of 9 members (5 female and 4 males) with females as both chairperson and treasurer. The previous steering committee (2010-2012) had 10 members (3 female and 7 male) with a male chairperson and female secretary. This trend shows a significant effort towards gender balance in steering the affairs of the network, one of the best practices that could be cascaded to the structures of the entire member organizations.

LASPNET as a secretariat does not have a clear communications strategy. What exists at present is largely gender blind as it makes no specific reference to gender issues, although, it aims at raising public awareness about the key activities of LASPNET as it works towards the fulfilment of its mandate of ensuring access to legal aid and justice for the poor.

On perception of gender, the audit exercise further noted a wider gap in staff skills ranging from awareness on gender, conceptualizing gender and related concepts, skills of gender analysis or integration of gender in their specific areas of work. It was noted that the majority of staff did not have comprehensive training in skills of gender analysis, planning or other gender specific related programmes in legal aid provision.

Some of the good practices on gender mainstreaming revealed included: Gender sensitive policy environment as exhibited in strategic plan objectives by some Legal aid service providers such as Uganda Network on Law and Ethics on HIV (UGANET), and War child Canada; Gender sensitive programming, for instance Uganda Land Alliance, Law and Equity Movement Uganda (LEMU), Facilitation for Peace and Development and Uganda Association of Women Lawyers (FIDA). Some aspects of the family-work friendly environment were observed such as: maternity and paternity leave, dependent care and flexible work environment. Discrimination on any basis was not practiced in any organization which could be a reason for more numbers of female staff in legal aid service provision. Respect of all was observed at work, and one of the 7 LASPNET thematic working groups is on gender.

Despite the presence of some good practices on gender mainstreaming/ integration in LASPNET, a number of obstacles revealed by respondents included: limited finances and low organisational priority for gender issues to practically and effectively mainstream gender in legal services work plans and human resource policies; limited expertise in gender; feminist in nature of budget and programme support (e.g. FIDA); negative attitude; partners are varied and the learning cannot be collapsed together and Policy evaporation; disabled women find it hard to make choices.

Key recommendations include:

- There is need for LASPNET to come up with a Gender Action Plan that involves development of systems aimed at developing: an effective and conducive policy on gender for the network, an operational strategy for gender mainstreaming in programming, capacity in gender analysis, tools to guide gender mainstreaming in budgeting and to monitor its integration into the programs of legal aid service providers.
- There is need to mobilize resources towards gender mainstreaming and capacity building,
- Ensure that all program implementation plan should contain gender specific activities that strengthen skills and provide women/girls, men/ boys with equal access to services and trainings bearing in mind the existing gender roles.
- There is need to designate and develop an expert person/ department responsible for gender integration/ mainstreaming within LASPNET.
- LASPNET membership selection criteria as well as relations with Partner Organizations should have gender sensitivity/ focus as one of its requirements for eligibility.
- LASPNET members without gender policies need to be supported to develop gender policies, while promoting training/ organizational learning and sharing of policies across the network.
- Staff throughout the network need to internalize the human resource policies to fully understand what is contained therein. A policy day can be arranged to help staff internalize all policies.

- LASPNET should consider creating more opportunities for socializing and for the staff to get to know each other. A common resource centre for not only reading but also for having coffee or tea together could be availed. Encourage activities such as Sports' Associations, quarterly office outings that would bring staff together to balance work with life and promote informal socializations.
- There is need for LASPNET to develop a gender sensitive communication strategy guided by a gender scanner-that is gender sensitivity of all published documents in various sections: in terms of content, language and graphics that would boost LASPNET public image. This could be done through use of well- designed gender sensitive flyers, brochures, posters, radio programmes and television talk shows as well as community gatherings like during the regional legal aid weeks.
- There is need for LASPNET communication unit to work closely with the designated gender focal person to engage more on advocacy work to raise awareness on gender policies, programmes and educating staff/ public on gender issues in legal aid
- There is need to strengthen networking with women organizations and gender experts when planning for gender sensitive advocacy, public relations and communication.

ACKNOWLEDGEMENT

The Gender audit team led by Ms Loyce Allen Asire wishes to acknowledge with gratitude the initiative taken by LASPNET and its member organizations in volunteering for a Participatory Gender Audit (PGA) and for its commitment to the gender audit process .

On the same note the team would like to express deep appreciation and gratitude for the cooperation, accessibility and information provided by the LASPNET secretariat team and all LASPNET member organizations. These included: War Child Canada (WCC); Foundation for Human Rights Initiative (FHRI-PAS), Legal Aid Project of Uganda Law Society (LAP), Law Development Center (Legal Ad Clinic) LDC- LAC, Platform for Labour Action (PLA), Association of Women Lawyers (FIDA-U), Refugee Law Project (RLP), Uganda Land Alliance (ULA), African Centre for the Treatment and Rehabilitation of Torture Victims (ACTV), Facilitation for Peace and Development (FAPAD), Muslim Centre for Justice and Law (MCJL), Uganda Network on Law, Ethics, and HIV/AIDS (UGANET), Uganda Youth Development Link (UYDEL), Human Rights Awareness and Promotion Forum (HRAPF), Land and Equity Movement Uganda (LEMU), Association of Human Rights Organisations (AHURIO), Legal Action for Persons with Disability (LAPD), Micro Justice Uganda (MJU) and Action Against Violence (AAV-U).

The audit facilitation team would also like to express their gratitude to LASPNET and Democratic Governance Facility (DGF) for providing us an opportunity to carry out such a critically valuable gender audit. And special thanks go to DGF for the financial support in facilitating the audit processes.

Special thanks to the steering committee of LASPNET for their support and input during the gender audit process (particularly the chairperson, Ms. Namusobya Salima) and for the support to the overall running of LASPNET.

ABBREVIATIONS AND ACRONYMS

AAV-U	Action Against Violence- Uganda
ACTV	African Centre for the Treatment and Rehabilitation of Torture Victims
AHURIO	Association of Human Rights Organisations
DGF	Democratic Governance Fund
FAPAD	Facilitation for Peace and Development
FHRI-PAS	Foundation for Human Rights Initiative
FIDA-U	Association of Women Lawyers
HRAPF	Human Rights Awareness and promotion Forum
ILO	International Labour Organisation
JCU	Justice Centre Uganda
JLOS	Justice Law and Order Sector
LAP	Legal Aid Project of Uganda Law Society
LAPD	Legal Action for Persons with Disability
LASPNET	Legal Aid Service Providers Network
LDC- LAC	Law Development Center (Legal Aid Clinic)
LEMU	Land and Equity Movement Uganda
MCJL	Muslim Centre for Justice and law
MJU	Micro Justice Uganda
MDG	Millenium Development Goals
PGA	Participatory Gender Audit (PGA) methodology.
PLA	Platform for Labour Action
PWDS	People with Disabilities
RLP	Refugee Law Project
TOR	Terms of Reference
UGANET	Uganda Network on Law, Ethics, and HIV/AIDS
ULA	Uganda Land Alliance
UYDEL	Uganda Youth Development Link
WCC	War Child Canada

1 PART I: INTRODUCTION AND AUDIT METHODOLOGY

1.1 INTRODUCTION

1.1.1 Background

Legal aid service providers are key in advocating for and supporting realization of human rights through enhancement of access to justice. Research has clearly demonstrated the relationship between human rights and economic development, health and education. Yet, many people continue to lack legal support and access to justice.

According to a Justice Law and Order Sector (JLOS) review of gender and access to justice in Uganda, there are gender-specific and multilayered barriers to accessing justice. These constraints are embedded within the law, in the administrative procedures of service delivery agencies and within the communities. The review on Gender and Access to Justice notes that institutional challenges such as male-dominated agencies of justice administration, gender-biased or neutral laws, and lack of gender sensitivity on the part of personnel, poverty, cultural biases and technical procedures affect the ability for women to access justice, thus requiring extensive gender-responsive interventions by legal service providers.

It is imperative to note that the judiciary, and indeed the legal service providers, are not only a pivotal part of the access to justice framework, but is the ultimate arbiters and facilitators of rights respectively, hence wielding far-reaching powers on the ability of women to attain equality with men. Regardless of the inputs of all other actors, unless the actions of the legal service providers are gender-sensitive, justice may remain illusory for women whose rights are being violated. A formal or neutral administration of the law by the judiciary, without taking into account the constraints that women face in accessing justice, would fall short of the requirement in Convention on Elimination of All Discrimination Against Women (CEDAW) necessitating States Parties “to establish legal protection of the rights of women on an equal basis with men and to ensure, through competent national tribunals and other public institutions the effective protection of women against any act of discrimination.”¹

The Legal Aid Service Providers Network (LASPNET) is a national member-based NGO established in 2004 to provide strategic linkages and a collaboration framework for the Legal Aid Service Providers as well as maintain a common front to relevantly interface with various actors in the Justice, Law and Order Sector in Uganda. It targets three critical aspects of coordination: a collective role bringing together different legal aid service providers for solidarity in strategizing, sharing lessons and experiences, while minimizing duplication; capacitating them through collaborative research and analysis in order to link the international/regional developments on legal aid to national

¹ Report on Good/ best practices in gender mainstreaming in the Justice Law and Order Sector in Uganda(JLOS), 2011.

interventions; as well as documenting, providing needed feedback, and amplifying voice on key issues regarding access to justice/legal aid at regional, national or international level.

LASPNET decided to subject its operations to a Gender Audit (of which its findings are presented in this report) with the objective of exploring and analyzing its effectiveness in carrying out the steps necessary for engendering its programmes and projects and mainstreaming into all its institutional activities. The gender audit thought an analysis of the main challenges faced and expects recommendations for improvement so that LASPNET will be enabled to chart out a strategic road map for the future in ensuring gender responsive implementation of its initiatives. This audit was facilitated under the auspices of the Democratic Governance Fund (DGF).

1.1.2 Gender mainstreaming

Gender mainstreaming is a powerful tool that is imperative in ensuring equality between women and men, which has been described by United Nations as the process of assessing the implication for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes to ensure that inequality is not perpetuated².

Gender mainstreaming is not a goal in itself but a strategy to achieve equality between women and men. It is used to integrate gender concerns into all policies, and programmes of the organization(s).

Imbalances in power relations between men and women have traditionally existed in Uganda, and the socio-economic developments in the country in the last few decades have only served to reinforce the subordination of women. The effects of the several conflicts experienced in Uganda over the various post- independence regimes affected Ugandans from all walks of life, but they had severe gender implications for women, who were affected more by war in multiple forms, either as combatants or as victims, or as part of the vulnerable groups suffering as a result of war.

In light of the several constraints women face when accessing the justice system, LASPNET seeks to provide an opportunity for a gender-responsive approach that will take into account the needs, interests and perspectives of women with a view to eliminating the structural barriers that they face in benefiting from the provision of justice administration and service delivery. Legal rights and their enforcement are an important leverage to ensure that the status quo of women is reinforced whenever

² United Nations (2000). Economic and Social Council Summary of the Women watch Online Working Groups on the 12 Critical Areas of Concern. Document # E/CN.6/2000/PC/CRP.1/February 2000.

inequalities exist, and LASPNET must facilitate the realization of these rights by undertaking a strategy to eliminate all barriers in this regard. Important issues such as the constraints and opportunities, as well as the impact of gender differences in accessing justice and their consequential effects must guide the designing and execution of LASPNET programmes.

1.1.3 Purpose of the Gender Audit

LASPNET is currently implementing its First Strategic Plan (2010-2015). Further, the Network is improving its internal policy framework at the Secretariat with the objective among others, of strengthening its capacity to mainstream gender in all undertakings so that women and men equally benefit and adequately participate in the interventions that influence the legal aid agenda. In that regard, the existing internal policy development processes have generally prioritized focus on gender sensitivity. However, the organization recognizes that mainstreaming gender in policies, programmes, organisational structure and procedures across the entire membership remains a major challenge.

Based on the set terms of reference, LASPNET contracted a consultant(s) to conduct a gender audit that assesses the extent to which gender has been mainstreamed into current policies, programmes, organisational structure and procedures and promote learning on how to effectively implement gender mainstreaming in various aspects of the Network, including its membership. The audit results are expected to serve as inputs into the future formulation of internal policies, programme strategies, and organisational structures across the membership. It will further provide a strong basis on which to broaden the Secretariat's ability to incorporate a gender dimension in all its coordination structures and systems.

1.2 Gender audit methodology

The gender audit methodology contains processes, procedures and tools designed to produce the findings presented in this report.

1.2.1 Methodology

The Gender audit is based on the ILO Participatory Gender Audit (PGA) methodology. The ILO Participatory Gender Audit (PGA) methodology is a tool and process that promotes organizational learning by individuals, departments and the entire organization's human resources and stakeholders on how to practically and effectively mainstream gender based on a participatory methodology.

The specific objectives of the gender audit included:

- (i) Consider whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other and whether they are being followed;
- (ii) Assesses the relative progress achieved in gender mainstreaming;
- (iii) Establish a baseline;
- (iv) Identify critical gaps and challenges;
- (v) Document good practices towards the achievement of gender equality
- (vi) Recommend ways of addressing challenges in gender mainstreaming and suggests new and more effective strategies

Using this participatory self-assessment methodology, the gender audit took into account objective data and staff perceptions of the achievement of gender equality in an organization in order to better understand concrete and unsubstantiated facts and interpretations. In addition, the participatory gender audit served as an entry point for the discussion of wider substantive and operational concerns. A unique feature of this exercise is the participatory self-assessment methodology in which LASPNET staff engaged in a thorough reflection and analysis of its own gender mainstreaming activities.

Due to logistical constraints, the participatory workshop was only limited to the LASPNET secretariat staff and a questionnaire, adjusted for both the LASPNET secretariat and member organisations was used as the main tool for data collection. The questionnaire was administered face to face to ensure all the clarifications were made and other non-verbal observations made.

1.2.2 Data collection procedure

Four main data collection methods were used in the LASPNET PGA exercise;

- Review of key documents;
- Individual interviews based on guided questionnaire with a selected representatives of the organisations;
- Participatory workshop to encourage dialogue to analyze and assess gender awareness;
- Dialogue with key stakeholders. This was during validation of the findings of this report which was held on 27th November 2013 at Silver Springs hotel Bugolobi in Kampala attended by representatives from 31 legal aid providing organizations (20 female and 11 male participated in this exercise).

1.2.3 Sampling methods

Purposive sampling was used. A desk review of approximately 10-15 key documents was undertaken; interviews were conducted with 6 staff of LASPNET secretariat across the board, including all levels of staff and management (technical and administrative)

carefully observing gender, age and work-level balance. One participatory workshop was also organized for the LASPNET staff. Interviews were conducted with representatives (comprised of heads or designated staff of member organizations) of each of the 19 member organizations as indicated in **Annex 4.2**.

1.2.4 Sample Study and Population

The sample was purposively selected to include the whole span of leadership and management in the legal services providers’ network. The total respondents were 25 people (8 males and 17 females) composed of directors, program managers, technical and support staff of the network as in table 1 below. The sample selected cut across the seven clusters of the legal service providers and covered member organizations in the central, northern and southern parts of Uganda. The information gathered and presented in the findings section can there for be deemed to have a true representation of what happens in the respondent organizations.

Table 1: Respondents by position in the organization

	Frequency	Percent	Cumulative Percent
Organisation Directors/Managers	12	48	48
Officer/specialist/programme manager	5	20	68
Project Coordinators/managers/Technical staff	3	12	80
Assistant/support staff	5	20	100
Total	25	100	

Source: Primary data.

1.2.5 Data Quality Control

Following the receipt and acceptance of the Terms of Reference (TOR), the consultant discussed the methodology and the required data collection tools with LASPNET head of programmes. The consultant designed and submitted the data collection tools for approval. A pretest of data collection tools was done and necessary changes were made.

1.2.6 Data Management and Analysis

The evaluation team reviewed and edited responses captured. The qualitative data collected through the participatory gender audit exercises were analyzed along themes. The themes were developed from categorization as spelt out from the Terms of Reference (TOR). The administered questionnaire was analyzed using SPSS in which statistical information of the LASPNET gender audit was generated.

1.2.7 Gender Audit Facilitation Team

The audit was facilitated by a core team of 3 members with experience in gender mainstreaming and gender audits.

1.2.8 Timeline

The gender audit was conducted, based on the terms of reference, between May and October 2013. The audit process started with a consultative meeting with the management of LASPNET secretariat to clarify on the TOR and set the objectives of the audit process right.

1.2.9 Scope and Challenges

Given the importance and size of LASPNET, the PGA focused mainly on the LASPNET secretariat staff and its member organisations. A number of limitations were met as follows:

Delayed disbursement of the gender audit funds by the donor affected the audit team who at the initial stages had to facilitate themselves to ensure that the audit exercise goes on, however, the upcountry visits had to wait until the gender audit funds were disbursed. In effect, this also led to delay in the production of the audit report.

Interviews went on well in most of the LASPNET member organizations; conversely, some organizations were not willing to avail documents (e.g Annual workplans and reports) for review. Some of the respondent organizations declined to avail documents in fear that they have the same funders with LASPNET secretariat.

Some of the member organizations did not know the value of the gender audit for the network, some felt threatened as they thought it was a way of restructuring, others felt it was time wasting and in one particular organization, as the interview was going on the legal officer who had been delegated to respond to the questions kept on using abusive language such as bogus questions, shit etc.

1.2.10 Report structure:

The report is presented in four key sections covering the gender audit.

- Introduction and gender audit methodology
- The gender audit key findings with specific recommendations
- Main conclusion and recommendations in the Key Criteria Areas
- Annexes providing back up information used in the gender audit

2 PART II: KEY FINDINGS AND RECOMMENDATIONS

This part of the report presents the gender audit findings from the participatory in-house workshop and interviews arranged in 4 sections. Section; 1: Gender mainstreaming in programme objectives, planning and implementation cycle; Section 2: Gender mainstreaming in human resources and organisational culture; Section 3: Gender mainstreaming in information and knowledge management within the work units of LASPNET, Section 4: Perception of achievement on gender equality in the network.

The findings are presented showing the extent, intensity and frequency of efforts to mainstream gender in the programs of the legal aid service providers. The responses to the self assessment questionnaire have been corroborated with the documents reviews and verbatim observations by the interviewees as well as the participatory gender audit in house findings with the LASPNET secretariat staff.

2.1 SECTION 1: GENDER MAINSTREAMING IN PROGRAMME OBJECTIVES, PLANNING AND IMPLEMENTATION CYCLE.

The integration/ mainstreaming of gender in the programmes of an organization, starts with development of gender sensitive objectives during planning/ design stage of the programmes. This section provides an assessment of efforts to mainstream or integrate gender equity in programme planning and design, implementation and monitoring.

2.1.1 Gender Mainstreaming in Programme Planning and Design

The review of LASPNET's and its member organisations' strategic plans, objectives, work plans and budgets form the back bone of this chapter as it gives detailed information regarding integration of gender in programme planning and design.

Table 2: Integration of gender equity in Programme Planning and Design

Assessment guiding questions	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
There is integration of gender equity in programmes/projects mandated in the organization.	0%	16%	24%	44%	16%	100%
Gender equity goals and objectives are included in programme/ project designs	0%	8%	20%	52%	20%	100%
There is needs assessment for each programme/ project including an analysis of gender roles responsibilities in the targeted community.	4%	4%	32%	32%	28%	100%
Best practices in gender integration in programming are incorporated in subsequent program/ project design.	0%	8%	36%	40%	16%	100%
Gender question or criterion are included in your programme/ project proposal approval process	4%	4%	20%	64%	8%	100%
Organization uses participatory methods to incorporate the views and preferences of both male and female community members in project design.	0%	8%	16%	52%	24%	100%
Average	1%	8%	25%	47%	19%	

Source: Primary data.

As indicated in Table 2, only 16% of the respondents fully agreed that the integration of gender equity in programmes/projects is mandated within their work, with another 16% saying it is completely not in their mandate to integrate gender equity in programs.

It is also observed that only 24% of the respondent organizations fully use participatory methods to incorporate the views and preferences of both male and female community members in project design, with 8% of the respondents observing that they do not at all.

From the above analysis, it is clear that to a great extent - averaging 47% of the respondent organizations are making an effort; however, on average only 19% of the respondent Legal aid service providing organizations are fully integrating gender into their programme/project planning and design. It is also significant to note that 8% of the respondent organizations are not at all and 1% doesn't know the need to integrate gender into their programmes.

The implication is that there is no deliberate policy on gender mainstreaming at the network level and in most of the individual organisations. Those who are making an effort either have gender as part of their mandate or are doing it in an adhoc manner. One of the respondents said, "we have no clear framework on gender, no policy and no good documented best practices to replicate from". This is also coupled by the fact that capacity is lacking at the LASPNET secretariat.

2.1.2 Financial Resources for Gender Mainstreaming

For any policy or plan to be implemented a supporting and commensurate budget is inevitable. In this case the network's financial resources for gender equity was assessed.

Table 3: Financial Resources for gender mainstreaming

Financial Resources	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
The secretariat has budgeted adequate financial resources to support its gender integration work.	12%	28%	52%	8%	0%	100%
Financial resources are allocated for the implementation of the gender policy at all levels.	28%	24%	32%	4%	12%	100%
Staff training on gender analysis is systematically budgeted for in the secretariat	4%	64%	20%	4%	8%	100%
Average	15%	39%	35%	5%	7%	

Source: Primary data.

The findings in *table 3* above indicate that no organization has fully budgeted adequate financial resources to support its gender integration work, besides, only 12% of the responded organizations agree to the full extent that resources are allocated for the implementation of the gender policy whereas only 8% fully agreed that staff training and analysis is systematically budgeted for in the secretariat.

Overall, only 7% of the respondent organizations prepare their budgets with a gender equity perspective, yet 39% were not budgeting at all for it, and some of the respondents indicating that resource development is the responsibility of the LASPNET secretariat.

A review of the LASPNET secretariat mandate per the constitution actually confirms the above observation. However the review of the secretariat's work plan 2011-2015 does not have sufficient and deliberate budgetary allocation for gender mainstreaming.

The above findings imply that the tools to guide gender mainstreaming in budgeting and monitoring of programmes are lacking. Besides, there is need to strengthen the mandate of the LASPNET secretariat in regards to capacity building for the member organizations and mobilise the required resources to build the urgently required capacity on gender mainstreaming.

2.1.3 Integration of Gender Equity in Programme Implementation

At the implementation stage of the programmes, there needs to be adequate guidance and resource skills to ensure that gender is mainstreamed in all the programs. Views of all stakeholders, irrespective of the gender, need to be taken care of. Respondents were asked for the extent to which gender equity is integrated in programme implementation and the responses were as in table 4 below:

Table 4: Extent of integrating gender equity in programme implementation

Program Implementation	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
Implementation plan for the organization programmes/projects include activities that strengthen skills and provide women/ girls with equal access to legal services and training	0%	16%	12%	36%	36%	100%
Implementation plan for programme projects include activities that strengthen skills and provide men/boys with equal access to legal services and training.	0%	12%	32%	24%	32%	100%
Project implementation strategies and plans take into account existing gender roles and interests of both male and female participants.	4%	8%	16%	32%	40%	100%
Average	1%	12%	20%	31%	36%	100%

Source: Primary data.

Table 5: Opinion on integrating gender equity in programme implementation

	Agree	Strongly agree	Disagree	Strongly disagree	No Opinion	Total
Female beneficiaries of the organizations programs projects value & see our programmes projects as beneficial to their lives	12%	76%	8%	4%	0%	100%
Male beneficiaries of the organization's programme projects value & see our programs/ projects as beneficiaries to their lives.	20%	64%	8%	4%	4%	100%
The organization has developed the capacity to recognize & handle organizational resistance to addressing gender issues in our programs projects.	44%	32%	8%	8%	8%	100%
Average	25%	57%	8%	5%	4%	

Source: Primary data.

Table 4 above indicates that only 36% of the respondents fully acknowledge that the implementation plan for the their programs/ projects include activities that strengthen skills and provide equal access to services and training and take into account the gender roles and interest of both male and female beneficiaries.

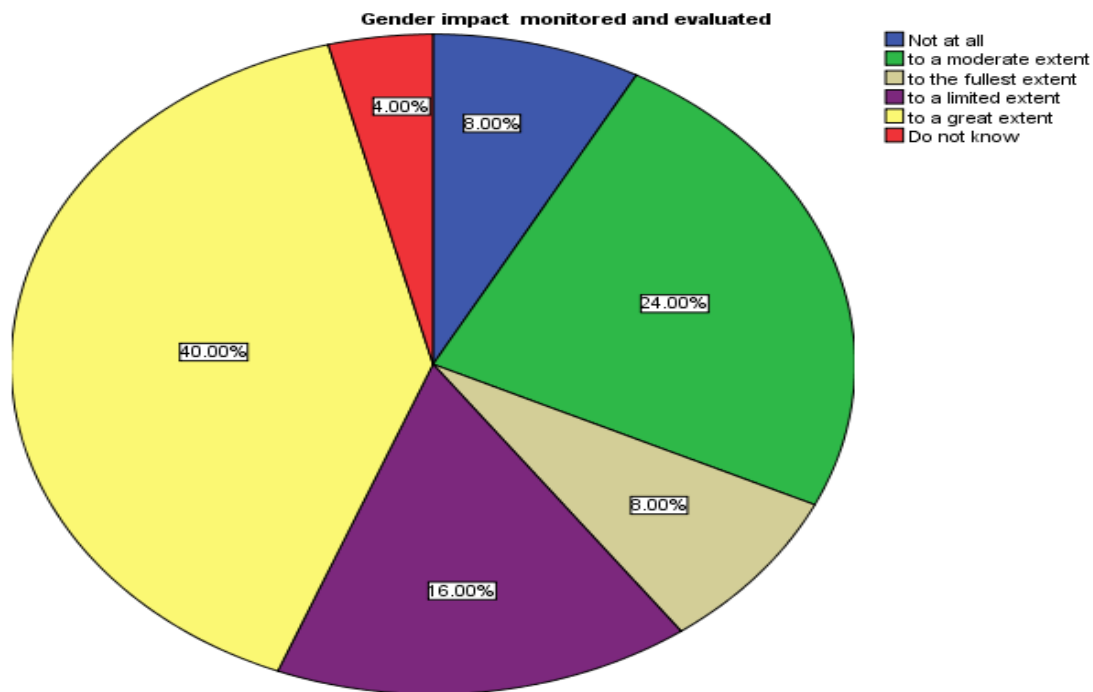
However when the respondents were asked whether both female and male beneficiaries of the organizations' programs or projects value and see their programs or projects as beneficial to their lives, 82% of the respondents (*Table 5 above*) either agreed or strongly agreed.

2.1.4 Gender Mainstreaming in Monitoring and Evaluation

This section focuses on the extent to which gender-disaggregated data and information is incorporated in the monitoring and evaluation of organizations' projects and programme outcomes.

In regards to the extent to which the gender impact of the project is monitored and evaluated, The findings indicated that only 8% of the respondents believed that the gender impact of their programmes/projects are fully monitored and evaluated, 40% said to a great extent, 24% to a moderate extent, 16% to a limited extent and 12% lacked knowledge to respond to this question as shown in the pie chart below:

Figure 1: Gender impact on programmes monitored and evaluated.



When asked to identify the obstacles to incorporating gender analysis in programme/ project planning, implementation and evaluation in their organizations, the responses indicated inadequate staff training on gender, inadequate support from senior management and inadequate financial resources for gender programming as the major obstacles as reflected in table 6 below.

Table 6: Obstacles to incorporating gender analysis in programme monitoring

Obstacles for incorporating gender analysis	Yes	No	Total
Organization size	16%	84%	100%
Level of staffing	20%	80%	100%
Office culture/environment	40%	60%	100%
National culture	20%	80%	100%
Lack of financial resources for gender programming	52%	48%	100%
Lack of staff training on gender	68%	32%	100%
Lack of support from senior management	60%	40%	100%
Low organizational priority for gender issues	12%	88%	100%
Others	20%	80%	100%
Average	34%	66%	

Source: Primary data.

The findings clearly indicate that, although 80% of the respondents said their organisations prioritize gender issues, the gendered impact of their programmes or projects is not deliberately monitored and evaluated, owing to the fact that the majority of staff in the network do not have the technical capacity to mainstream gender into their work. Other reasons for not incorporating gender were given as cultural background of some superiors, lack of a gender focal person at the LASPNET secretariat and fear to disrupt social cultures.

2.2 SECTION 2: GENDER MAINSTREAMING IN HUMAN RESOURCES AND ORGANIZATIONAL CULTURE

The staff expertise, human resources and organizational culture influence the perception of gender and efforts towards mainstreaming gender in organisations. This section analyses the technical expertise in gender issues, gender considerations at selection of member organisations, the staffing levels of partner organisations and the cultural values of the member organisations.

2.2.1 Technical Expertise on gender issues

The achievement of gender mainstreaming/ integration in an organisation entails having technical expertise on gender issues. Below are the responses on the extent of presence of technical expertise on gender issues at the LASPNET secretariat and within the organizations.

Table 7: Extent of availability of technical expertise on gender issues

Technical Expertise	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
There is a person or department responsible for gender at your office.	0%	60%	16%	12%	12%	100%
There is assigned staff responsible for gender integration in different departments	16%	48%	12%	12%	12%	100%
Organization consistently draws upon a person or division within the organization who is responsible for gender programming.	12%	40%	8%	24%	16%	100%
Staff have the necessary knowledge, skills and attitude to carry out their work with gender awareness	8%	4%	52%	20%	16%	100%
Staff members in the organization have received training in gender planning and analysis	4%	56%	32%	8%	0%	100%
Average	8%	42%	24%	15%	11%	

Source: Primary data.

With regard to technical expertise in gender, findings as indicated on *Table 7* above show that only 11% of the respondents agreed to the fullest extent that there is gender technical expertise in their organization in terms of a person/ department or an external resource responsible for gender. However, 50% of the respondents either do not know or do not have the gender expertise. While 49% of the respondents indicated that they have improvised by utilizing the available resources irrespective of their training to attempt to ensure the gender concerns are addressed in the organization.

Interesting to note is that even in situations where a staff responsible for gender integration in the different departments exists, only 16% of the respondents acknowledged that, to the fullest extent this person's expertise is drawn upon during programming, 16% do not know whether they can go to a unit and get help concerning gender issues. Likewise 48% said there is no person/ division unit in place in their organizations concerned with gender issues.

Table 8: Frequency of utilization of gender technical expertise

	Always	Occasionally	Seldom	Frequently	Never	Total
Programme/project planning, monitoring, evaluation and advisory team in the organization consist of members who are gender sensitive	44%	16%	12%	20%	8%	100%
Program/ project planning, monitoring, evaluation and advisory teams in the organization include at least one person with specific expertise and skills on gender issues.	20%	32%	8%	16%	24%	100%
Average	32%	24%	10%	18%	16%	

Source: Primary data.

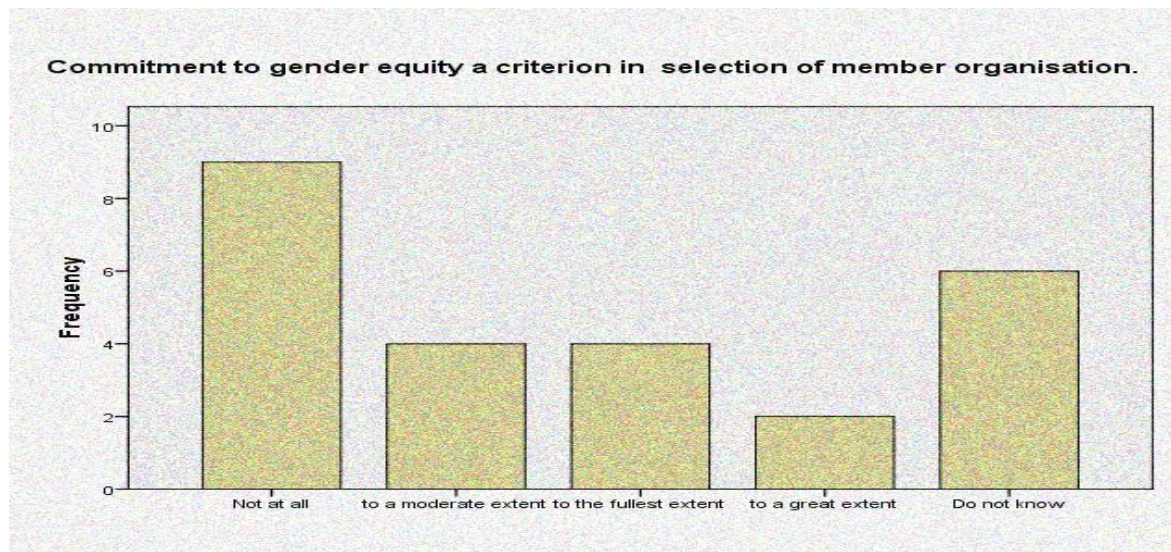
It is also noted that, on average, only 32% of the respondents said program/project planning, monitoring, evaluation and advisory teams in the organization frequently consist of members who are gender-sensitive or include one person with specific expertise and skills on gender issues.

The above findings imply that majority of the legal aid service providing organizations did not have gender experts among their staff; possibly it's not a prerequisite for vacancy offers in these organizations. In effect, project design, implementation, monitoring and evaluation are affected the same way.

2.2.2 Gender Equity/focus at the selection of Partner Organizations

On the level of gender integration in LASPNET's relations with member organizations 6 of the respondents had no knowledge to respond to the questions in this section while 9 said there is no gender integration in such relations.

Figure 2: Commitment to Gender Equality a criterion in selection of member organizations.



Source: Primary data.

The audit findings revealed that only 4 of the respondents said gender equity is to a fullest extent, a criterion in their organization's selection of member organizations. Indeed the above observation implies that it is not a mandatory requirement for member organizations to demonstrate that they uphold gender equality as one of their core values. A review of the member eligibility criteria as defined in the LASPNET constitution confirms the above observation. Although the constitution (Article II, clause 3) mentions equity and non-discrimination among the core values, the membership

eligibility criteria (Article IV, clause 4) of the same constitution does not require a member organisation to demonstrate gender equality.

2.2.3 Gender Composition in terms of Staffing at Organizational Level

To assess whether gender was mainstreamed or integrated in staffing in the network was crucial, this was investigated, and the findings were as indicated below:

Table 9: Gender composition of the staffing in the organisations

Staffing	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
At the organization, there has been an increase in the representation of men in senior management positions	4%	48%	24%	8%	16%	100%
There are proactive strategies implemented to recruit or promote women into senior management positions	20%	0%	12%	52%	16%	100%
Management shows respect for diversity In work and management styles at the secretariat	4%	48%	24%	8%	16%	100%
Average	9%	32%	20%	23%	16%	100%

Source: Primary data.

On the gender composition of staff at the organization, only 16% of the respondents said to a fullest extent the staffing is gender sensitive at organization level. This is evidenced by; proactive strategies implemented to recruit or promote women into senior management positions, management showing respect for diversity in work and management styles. However 32% of the respondents indicated total disregard of gender equality in staffing.

Important to note also is the fact that 20% of the respondents did not know if there are proactive strategies implemented to recruit or promote women into senior management positions.

The evaluation team came across two organizations whereby apart from the female and male categorization, there was also another respected group called the “other” which mainly composed of transgender/ homosexuals/bisexuals. According to a brief interview with an administrator of one of these organizations, the findings indicated that there is respectful and careful handling of staff at all times. In her words, *“In this organization there is respect and sensitive handling of staff for example some female staff you see in this office are not addressed as Madam but as Sir, similarly some male staff here are not*

addressed as Sir but as Madam, all the staff is aware and conscious about this, they are respected because that is what they are”.

The audit team however noted that the composition of the current (2012-2014) steering committee of the LASPNET is 9 members (5 female and 4 males) with females as both chairperson and treasurer. The previous steering committee (2010-2012) had 10 members (3 female and 7 male) with a male chairperson and female secretary. This trend shows a significant effort towards gender balance in steering the affairs of the network, one of the best practices that could be cascaded to the structures of the entire member organizations.

2.2.4 Documented Gender Policy Guidelines

A documented gender policy affirms a commitment to gender equity. A policy is a principle or protocol to guide gender decisions and achieve rational outcomes. It is a statement of intent and is implemented as procedure. At operational level, policy will get into specific practices and guidelines that will help staff and the systems stay within the frame work expressed at higher levels³.

According to World Health Organisation (2002), an effective gender policy applies to all work throughout the organisation (from planning, resource mobilization and budgeting, implementation, monitoring). Effective implementation of the gender policy will require commitment by the senior management in validating and advancing the knowledge of staff for efficient gender analysis in their area of work.⁴

Respondents were asked if their organizations have active and documented gender policies and below are the responses.

³ Web.interhack.com/publication/wiinfosec/policy

⁴ WHO gender integration policy 2002

Table 10: Existence of a documented Gender policy

Gender Policy	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
Organization has a written gender policy that affirms a commitment to gender equity.	8%	48%	16%	16%	12%	100%
Gender policy has an operational plan that includes clear allocation of responsibilities and time for monitoring and evaluation	44%	24%	12%	12%	8%	100%
Gender equity is taken account during strategic planning for the organization's activities.	12%	8%	24%	48%	8%	100%
Average	21%	27%	17%	25%	9%	

Source: Primary data.

As indicated on the table above, only 9% of the respondents agree to a full extent that their organizations have a written gender policy that affirms a commitment to gender equity, with clear allocation of responsibilities and that equity is taken in to account during strategic planning. Interesting to note is that 21% of the respondents did not know about the gender policy and another 27% did not have a documented gender policy at all.

When the respondents were asked if they felt that Management takes responsibility for the development and implementation of the gender policy, only 28% responded in the affirmative, while 16% said management never does this. This question was not applicable to 56% meaning, they did not have a gender policy in place, or at best they did not know whether the policy existed.

2.2.5 Knowledge of Human Resource Policies

The presence of gender sensitive human resource policies indicates efforts towards gender mainstreaming in the organization's policy environment. To ascertain whether gender was mainstreamed in to the organization's human resource policies made it inevitable to investigate staff knowledge of human resource policies and the findings were as discussed below:

Table 11: Extent of Gender Integration and knowledge of Human Resource Policies

Knowledge of Human Resource policies	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
There are flexible work arrangements at the secretariat/member organization?	0%	4%	8%	72%	16%	100%
Staff is encouraged to take advantage of flexible work arrangement	0%	12%	8%	68%	12%	100%
There is a maternity and paternity leave policy	0%	0%	8%	48%	44%	100%
Staff is encouraged to take advantage of maternity and paternity leave	0%	4%	8%	60%	28%	100%
There is a childcare and dependent care leave policy.	8%	52%	12%	20%	8%	100%
Gender awareness is included in all job descriptions	0%	48%	28%	12%	12%	100%
Gender awareness is included in job performance criteria	4%	52%	24%	8%	12%	100%
There is training of staff in gender awareness and sensitization	0%	48%	28%	8%	16%	100%
Average	2%	28%	16%	37%	19%	

Source: Primary data.

On average, only 19% of the respondents acknowledged that their organizations had to the fullest extent had their staff achieve knowledge of the human resource policies, while 28% have not at all. The critical area that has created this dismal achievement is mainly because gender awareness is not included in all job descriptions and performance criteria. This is mainly because the staff do not have adequate training and management has not demonstrated commitment to promoting female representation at senior levels of member organizations, including the Board. Besides, good performance in the field, excellence in gender is not acknowledged and rewarded at the various legal aid service providing organizations.

Table 12: Opinion of gender integration and knowledge of Human Resource Policies

	Agree	No Opinion	Strongly agree	Disagree	Strongly disagree	Total
Organization promotes teamwork, involving both men and women as equal partners	24%	12%	56%	8%	0%	100%
Management is committed to promoting female representation at senior levels of member organizations, including the Board.	20%	16%	48%	0%	16%	100%
Good performance in the field of gender is rewarded in the secretariat.	20%	28%	0%	40%	12%	100%
Average	21%	19%	35%	16%	9%	

Source: Primary data The gender audit findings revealed that the intensity of gender integration is promising in several areas for instance: 56% of the respondents agreed strongly that their organization promotes teamwork while 24% agreed involving both men and women as equal partners; 48% strongly agreed that management is committed to promoting female representation at senior levels of the organization, including the Board; 20% agreed that there has been a gradual increase of gender expertise among staff members in the organization.

Sexual Harassment

Immediately sexual harassment was mentioned in the training by observation and keen listening, the LASPNET female staff were noted whispering: “...*that one happens everywhere*” though they did not mention who specifically does it they acknowledged that it is present.

Sexual harassment remains a taboo subject with restricted discussion. Interviews with the Human Resource personnel indicated that no case of sexual harassment had been reported. As one staff mentioned “*you cannot report your boss, you have to find a way to survive*”. The issue of sexual harassment was re-echoed during the validation exercise as happening in some organizations and possibly not have come out clearly in the findings presented in the report as a result of the study sample which mainly focused on heads of legal aid service providing organizations and not the various employees.

2.2.6 Gender integration into organizational Culture

Organizational culture is comprised of behaviors, values and beliefs. Behaviors are further influenced by the values of the workers. Values influence how the organisation operates on a daily basis. Cultural awareness may lead to more-effective employee socialization processes or a greater capacity to pinpoint gender mainstreaming improvement opportunities.

Findings from the PGA in-house workshop with the LASPNET secretariat staff indicate that there are symbols, values, champions and rituals that either perpetuate gender inequality or uphold gender equality.

The onion exercise undertaken by LASPNET secretariat staff was meant to expose the organizations dynamics in regards to whether it seeks to address gender equality and challenge social norms or not due to its current environment and social norms. Four factors were examined as part of organizational culture: values, champions, rituals and symbols. Through these “layers of the Hofstede’s Onion”, it is possible to expose the unspoken practices within the organization that could either promote gender mainstreaming or be used as an entry point to mainstream gender or hinder the

process. The findings on LASPNET Organizational Onion (internal organizational cultural dynamics) were as follows:

Symbols: These are words and artifacts, images or objects that have a meaning only, or specifically for the members of LASPNET secretariat. Participants in the workshop identified the following as their symbols for LASPNET; LASPNET logo, book (LASPNET constitution), boy and girl (Legal aid services). The LASPNET logo was named as one of the key symbols that symbolize that access to justice has to be given in a fair manner regardless of sex. These symbols were said to be one of the means to help LASPNET in promoting gender equality.

Champions: These are role models (heroes and heroines) who show characteristics that are held in high esteem by LASPNET: National Coordinator, LASPNET chairperson, myself (2 staff looked at themselves as champions), Jonny, Berna. The reasons for these responses were: The national coordinator was listed as a champion because he coordinates the activities of the network. Jonny was because he delivers, Rita, because she is a mum, employed, studying and open minded, Berna, because she is a lawyer by training and has been into legal aid.

Rituals: These are collective activities that are not strictly necessary to realize the organization's objectives but are considered to be socially essential. Rituals are informal practices that symbolize how men and women work together. The participants listed the following as their rituals: Staff weddings (4), office teas and meals, walking home together, doing physical exercise together. There are very few rituals that promote socialization among the staff and this was attributed to the small number of staff.

Values: These are the collective preferences of members of the work unit for doing things in a certain way. Participants indicated the following values: transparency, accountability, integrity, quality, teamwork, professionalism, collaboration, legal aid service provision, informal office communication as some of the values that could be tapped to enhance gender mainstreaming efforts.

As an overall reflection gender equality is not much discussed given the perception that justice is for all. They also agreed that there is not much socialization since most of the time they are working and also the fact that the LASPNET secretariat staff is small (7) with premises that are not conducive for socialization.

Figure 3: Hofstad's Onion for LASPNET



The findings from the onion exercise were corroborated by the findings from the interviews with the representatives of the organizations indicating that, the factors that affect the organizational culture at the secretariat equally affect the culture of the member organizations as indicated in *table 13* below. It was noted that only 21% of the respondents have to a fullest extent, a commitment to implement a gender policy at the workplaces by encouraging and reinforcing gender sensitive behaviors and openly discussing gender issues.

Table 13: Extent of gender integration in Organizational Culture

Organizational culture	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
Organization encourages gender sensitive behavior, for example in terms of language used, jokes and comments made.	0%	4%	24%	36%	36%	100%
Organization reinforces gender sensitive behavior and procedures to prevent and address sexual harassment	8%	8%	16%	44%	24%	100%
Staff in the organization is committed to the implementation of a gender policy.	40%	16%	16%	12%	16%	100%
Gender issues are taken seriously and discussed openly by men and women in the secretariat	0%	12%	40%	40%	8%	100%
Gender Stereotyping (e.g." Those gender blind men" or " those feminists" is addressed and countered by individual Staff members in the secretariat	0%	12%	52%	16%	20%	100%
Average	10%	10%	30%	30%	21%	100%

Source: Primary data.

When the respondents were asked the extent to which their organizations have integrated gender into the organizational culture, 81% agree that there is an effort, to a given extent, by the secretariat to integrate gender in the organizational culture. Further discussions with the respondents note that the secretariat could do much more than it is currently doing to institutionalize gender equity. It was also noted that over 20% of the respondents disagreed or had no opinion as to what efforts the network is making towards mainstreaming gender in the organizational culture.

It was also noted that Gender sensitization and training will promote open discussion on gender issues in the various organizations.

2.2.7 Characteristics of an ideal worker

The question on characteristics of an ideal worker was asked to ascertain whether gender sensitivity was among the valued characteristics at the work place.

Table 14: Characteristics of an ideal worker

Staff classifications of the characteristics of an ideal worker:	Responses
Gender Sensitive	8%
Strong, Committed, Motivated and Passionate	32%
Accountable	20%
Reliable	8%
Appreciate Disability	8%
Flexible, Team player, Principled, Compassion and Integrity	20%
None	4%
Total	100%

Source: Primary data.

The above characteristics of an ideal worker, manifests values that are cherished within the organization and hence, form part of its culture. From Table 14 above, characteristics such as strong, committed, motivated and passionate (32%) were valued most, followed by flexible, team player, principled, compassionate and integrity (20%) similar to accountable (20%). Although gender sensitivity featured, it was not highly valued for an ideal worker as evidenced by its low value frequency with a percentage of (8%).

These findings explain why majority of legal aid providing organizations staff were not purposefully gender aware/sensitive and minimal or no gender mainstreaming in legal aid providing services in the network.

2.2.8 Gender Sensitive and Family Friendly Working Environment

There were also noted practices at the network that promoted gender sensitivity although they are not officially instituted. These included flexible working hours, facilitation of breast feeding mothers for field work or exclusion from field work for breast feeding mothers and mothers with sick children, special consideration for pregnant women and mothers with young children while attending to clients.

However there are some of the work environment conditions that could be improved as listed below;

- The number of days for paternity leave to allow men to effectively take care of their spouses and new borne babies is still limited.
- Provision of flexible working hours and exclusion of breast feeding mothers from field work, are not enshrined in the terms of employment but rather dependant on the generosity and kindness of one's supervisor.
- Female members of staff do not have a provision for allowance of a baby sitter while on duty outside the work station.
- There are no provisions for child care and support facilities at the work place yet this heavily impacts on the performance of their parents especially the mothers.
- In some organisations visited, especially up country, the places of convenience are not properly labelled to separate use for men and women and there is no provision for People with Disabilities (PWDs).
- Apart from the board room there is no room for social interaction for both male and female members of staff such as common dining areas/ common rooms and recreational centres.
- Some of the office rooms do not have special consideration to PWDs and pregnant women.

2.3 SECTION 3: GENDER MAINSTREAMING IN INFORMATION AND KNOWLEDGE MANAGEMENT WITHIN THE WORK UNITS, AND PUBLIC IMAGE

2.3.1 Advocacy, Public Relations and Communications

The reality of today's sensationalist media and public environment is that, regardless of the legal merits of any crisis situation, perceptions generated from case onset through resolution can dramatically impact the reputation and economic welfare of your clients. Perceptions, which can be as helpful or damaging as "the provable facts," can also impact the attitude of prosecutors, regulators and other audiences important to the legal process. The role of public relations, therefore, is to help stabilize that environment by developing messages and public relations strategy which results in prompt, honest, informative and concerned communication

with all important audiences - internal and external⁵. Mainstreaming gender in all public relations, advocacy and communication strategies will ensure a perfect fit of gender issues in the operations of the organizations.

Table 15: Mainstreaming Gender in Advocacy, Public Relations and Communications strategies

Advocacy, Public Relations and Communications	Do not know	Not at all	To a limited extent	To a great extent	To the fullest extent	Total
Advocacy campaigns and initiatives are planned and informed by a gender equity perspective	8%	8%	32%	36%	16%	100%
Public relations campaigns and initiatives are planned and informed by a gender equity perspective.	8%	4%	28%	36%	24%	100%
Advocacy policies and plans are influenced and advised by women’s organizations, networks and gender experts.	12%	12%	40%	12%	24%	100%
Public relations policies and plans are influenced and advised by women’s organizations, your organization and gender experts.	16%	12%	52%	12%	8%	100%
Gender equity is incorporated in the secretariat’s communications, fund raising and media strategies	8%	20%	28%	24%	20%	100%
Gender equity perspective is reflected in publications, for example books, brochures, newsletters.	0%	8%	40%	32%	20%	100%
Average	9%	11%	37%	25%	19%	

Source: Primary data.

On average 19% of the respondents indicated that advocacy and public relations campaigns, initiatives and plans are informed by a gender equity perspective. This is mainly because the public relations policies and plans are not fully influenced and advised by gender experts as reflected in the organizations’ publications.

Important to note is the fact that only 20% of the respondents believe that gender is incorporated in their organisations’ communications, fundraising and media strategies and a further dismal 20% of the respondents believe that gender equity perspective is reflected in publications, for example in books, brochures, newsletters.

LASPNET as a secretariat does not have a clear communications strategy in terms of gender, what exists is largely gender blind as it makes no specific reference to gender issues, however, it aims at raising public awareness about the key activities of LASPNET

⁵ Crisis Management; Integrating Public Relations and Legal Strategy: The Role of PR; by Jonathan Bernstein.

as it works towards the fulfilment of its mandate of ensuring access to legal aid and justice for the poor.

It should be noted however that none of the LASPNET Secretariat staff has comprehensive gender training which is likely to impact on their ability to demand for, screen, incorporate gender related suggestions in publications or even seek to integrate gender perspectives into any channel of communication.

The audit noted that LASPNET has a functional website www.laspnet.org. The website also provides all intercoms for staff; hence eases internal communication. However, some of the pages in the website could not open on this day of 24th September 2012 this included a page on resources, latest news and highlights, quick link and down load.

2.3.2 Review of Documents for Gender Sensitivity

As detailed in *Appendix 4.2*, most of the LASPNETS secretariat and the member organisations' publications that were reviewed were found gender neutral, which directly impacts on the language used.

LASPNET needs to engender its vision, which will trickle down to gender sensitive objectives, programs and policies.

LASPNET core values include: Transparency, Accountability, Integrity, Cooperation, and Team work Quality. The core values are gender blind and as such LASPNET needs to consider gender equity as one of the core values.

The membership charter of LASPNET does not require member organizations to demonstrate commitment to uphold gender equity as consideration in the member eligibility requirements. LASPNET should consider gender mainstreaming/ sensitivity as one of the requirements for membership qualification.

The steering committee of LASPNET is composed of 9 members, 5 female and 4 males with a female chairperson. The composition is gender sensitive this showed improvement from the 210-2012 steering committee composition (which was unbalanced) with 10 members of which only 3 were female.

2.3.3 Integration of Gender in the Internal and Partner Communications channels

The PGA team looked at the different ways through which the LASPNET secretariat communicates with the various stakeholders. The same communication channels that are used to effectively communicate thematic groups, working groups and AGM, can be used to communicate gender messages. However, gender perspectives are seriously lacking in all forms of communication and need a strong boost.

There was no deliberate mainstreaming of gender in communication channels with partners (for example gender sensitive slogans). Occasionally gender is reported about at this level but mostly basing on what the partners want and the nature of reports available. Most of this communication is done through the following channels: review meetings, progress reports, performance reports are posted on the websites from the partners e.g. Paralegal Advisory Services (PAS), Justice Centers Uganda (JCU), JLOS and DGF.

Advocacy is one of the strategies of LASPNET that is not fully exploited. According to LASPNET newsletter Vol 2, issue 3, June 2012, *“Members and partners appreciate LASPNET’s Contribution and coordination, but a call for more and better engagement has been sounded by a number of stakeholders consulted. Visibility has been enhanced but remains relatively low especially out of Kampala”*. It is through this kind of engagements that the gender agenda could be advanced to the partner organisations and the overall legal aid services beneficiaries.

2.4 SECTION 4: PERCEPTION OF ACHIEVEMENT ON GENDER EQUALITY/ GOOD PRACTICES.

2.4.1 Perception of Gender

During the LASPNET staff participatory PGA workshop, participants had a number of expectations on mainstreaming gender in their programs that included:

- to understand gender and how to incorporate it in to their work programs and reports.
- See how gender awareness is going to impact on the staff and overall performance of the organizations.

Participants were also given the opportunity to briefly define and explain with the help of examples, a few gender concepts so as to ascertain how much the staff knows about gender related concepts. Some concepts included; Sex, Gender, Gender analysis, Gender budgeting, Gender equity, Gender equality. It was established that most of the participants had a vague understanding of these concepts and their level of understanding in gender knowledge and awareness was limited.

The understanding of key gender concepts is very crucial for promoting gender equality in an organization. At LASPNET, the knowledge of gender concepts and rationale for gender mainstreaming varied among staff with some really exhibiting a good understanding and others having very limited knowledge.

At the participatory workshop, it was clear that many still considered “gender” as referring to women only and that gender issues concerned women alone. Promoting gender equality was seen as having programmes focusing on females The truth about

girls and women having been marginalized and disadvantaged for generations or that boys and girls have different needs that need to be addressed was not clear to many participants.

The audit exercise further noted a wider gap in staff skills ranging from awareness on gender, conceptualizing gender and related concepts, skills of gender analysis or integration of gender in their specific areas of work. In almost all interviews conducted by different PGA team members, it was noted that the majority of staff did not have comprehensive training in skills of gender analysis, planning or other gender specific related programmes in legal aid provision.

Some members of staff reportedly have attended a number of workshops on gender and equity budgeting. Such avenues not only remain inadequate in terms of specific focus on gender and its relevance to different program areas in legal aid service provision, but are also conducted in too short a time to deliver the required conceptualization of evolving and packed concepts like gender mainstreaming.

2.4.2 Best practices towards Integration/Mainstreaming Gender

Best practices are planning or operational practices that have proven successful in particular circumstances and which are “used to demonstrate what works and what does not and to accumulate and apply knowledge about how and why they work in different situations and contexts.

Best practices have four common characteristics: they are innovative; they make a difference; they have a sustainable effect; and they have the potential to be replicated and to serve as a model for generating initiatives

Below are the responses when the respondents were asked to enumerate the best practices that could be tapped into during the process of gender mainstreaming.

Table: 16 Successes in mainstreaming/integrating gender in Legal aid services programs.

Best practice	Frequency	Percent	Cumulative Percent
Gained Reputation of feminist organizations	5	20	20
Opened gender focal points in several places	1	4	24
Not sure	3	12	36
Encouraged Networking	7	28	64
Development of standard referral system	1	4	68
Have gender equality policy	5	20	88
Representation in management	3	12	100
Total	25	100	

Source: Primary data.

The above responses indicate that there is ground for gender mainstreaming in most of the organisations. The said best practices could be enhanced to ensure effective gender mainstreaming.

2.4.3 Challenges Faced in Efforts to Gender Mainstreaming

In order to come up with recommendations, it was important to identify the challenges to gender mainstreaming. The respondents enumerated the challenges that may impact negatively the efforts of mainstreaming gender in the operations of the legal service providers as below.

- (i) Limited finances and priority to practically and effectively mainstream/integrate gender in legal services work plans and human resource policies. For example one respondent had this to say, *“The new strategic plan is being developed however, there is no latest action on gender mainstreaming because this is not a priority of LAC” Besides, “With the nature of our work, one cannot prioritise gender issues although our staff have undergone gender training”.*
- (ii) Limited expertise in gender since majority of staff have not undergone gender trainings that can enable them mainstream gender into their work
- (iii) Feminist nature of budget and programme support whereby some organisations offer more support to women than men. According to FIDA, *“The limitation we have with gender mainstreaming is that we are feminists and deal more with women and employment of men has been limited and we receive donor specific funding mainly directed to women. Also the patriarchal nature of society makes it difficult for us, and people misinterpret that FIDA favors women”.*
- (iv) Negative attitude from men who have not understood that the ultimate goal of gender mainstreaming is to achieve gender equality but instead look at gender issues as a weapon meant to fight them. According to Platform for Labour Action (PLA) *there is need to bring men on board, men feel left out and frustrated. In programming looking at women and ignoring men and husbands ends up in men’s refusal of their women to participate in community meetings.*
- (v) According to LEMU, *The challenge for the network is that partners are varied and the learning cannot be collapsed together. In most cases, donor funding is specific to outcomes, outputs and indicators to achieve, that may not be necessarily gender sensitive.*
- (vi) If not well conceived from policy and program planning, gender disappears in programmes. According to LEMU *“Another challenge of gender mainstreaming in programming is that, gender disappears in programming especially when the*

programming is multi-sectoral in nature. For example, it is difficult to facilitate other institutions to do their work, with a strict gender perspective e.g police, clan leadership, the district land board which is established by act of parliament, in that way a woman whom we want to bring into balance with man inorder to achieve gender equality is left out”.

- (vii) Disabled women find it hard to make choices. Given the vulnerability condition and position of disabled women, even when trained/sensitised on their rights, remain vulnerable.

In the efforts to mainstream gender in the legal services programmes, the above challenges and the perpetual root causes have to be adequately addressed right from policy formulation and planning stages.

2.4.4 Proposed actions to mainstream gender in LASPNET secretariat

Being a participatory gender audit, respondents were asked of what they thought the LASPNET secretariat should do to take action on gender mainstreaming and integration and below (see table 16 below) and as discussed in the order of priority;

Table 17: What LASPNET secretariat should do to mainstream gender in programmes

	Frequency	Percent	Valid Percent	Cumulative Percent
Staff training and workshops.	17	68	68	68
Have cluster meeting to streamline gender related issues	3	12	12	80
adopt gender policy	1	4	4	84
Gender integration	1	4	4	88
Systems development	2	8	8	96
Development of gender and human resource Policies	1	4	4	100
Total	25	100	100	

Source: Primary data.

The majority of the respondents (68%) suggested Staff training and workshops to build their capacity on gender mainstreaming.

It was also suggested by respondents that the cluster meetings and working groups need to streamline gender issues and tailor mainstreaming actions towards the respective cluster mandates.

Systems development in terms of tools for gender analysis and planning, manuals and a hand book to guide in mainstreaming gender in legal aid service provision and standard referral path way.

LASPNET secretariat should encourage the adoption of the well documented gender policy for all the legal services providers to ensure that gender is mainstreamed in both the beneficiary programs and the work environment.

LASPNET secretariat should invest in deliberate and measured efforts to ensure gender integration into program and organizational policies.

The above responses indicate that the respondents have an idea and direction towards what is required to mainstream gender in the operations of the legal services providers.

3 PART III: SUMMARY OF MAIN FINDINGS AND RECOMMENDATIONS

3.1 Summary of main findings

(i) Gender mainstreaming in Objectives, Programme Planning and Design

Based on an analysis of LASPNET's and member organisations' strategic plans, objectives, work plans and budgets, it is clear that on average only 19% of the respondent legal aid service providing organizations are fully integrating gender into their programme planning and design. The implication is that there is no deliberate policy on gender mainstreaming at the network level and with the majority of individual organisations. Those who are making an effort either have gender as part of their mandate or are doing it in an adhoc manner.

(ii) Financial Resources for Gender Mainstreaming

Only 7% of the respondent organizations prepare their budgets with a gender equity perspective; moreover no organization has fully budgeted adequate financial resources to support its gender integration work.

Despite the fact that LASPNET's secretariat mandate per the constitution is to develop staff, a review of the secretariat's strategic plan 2011-2015 does not have sufficient and deliberate budgetary allocation for gender mainstreaming.

The above findings imply that the tools to guide gender mainstreaming in planning and budgeting and to monitor its integration are lacking.

(iii) Integration of Gender Equity in Programme Implementation

At the implementation stage of the programmes, there is need for adequate guidance and resource skills to ensure that gender is mainstreamed in all the programme implementation. The findings revealed that only 36% of the respondents fully acknowledged that the implementation plan for the network programmes/projects include activities that strengthen skills and provide equal access to services and training and take into account the gender roles and interest of both male and female beneficiaries.

However when the respondents were asked whether both female and male beneficiaries of the organizations' programmes or projects value and see their services as beneficial, 82% of the respondents agreed. This implies that LASPNET has a critical role and obligation to ensure that the services provided are gender sensitive.

(iv) Gender Mainstreaming in Monitoring and Evaluation

Although 80% of the respondents acknowledged that they prioritise gender issues, the gendered impact of the project is not deliberately and systematically monitored and evaluated, owing to the fact that staff in the network does not have the technical capacity to mainstream gender into their work.

Inadequate staff training on gender, inadequate support from senior management and inadequate financial resources for gender programming are the major obstacles to incorporating gender analysis in programme/ project planning, implementation and evaluation.

The findings imply that majority of the legal aid service providing organizations did not have gender experts among their staff; possibly it's not a pre-requisite for vacancy offers in these organizations. In effect, project design, implementation, monitoring and evaluation are affected the same way.

(v) Gender Mainstreaming in the Selection of Partner/Member Organizations

Audit findings from the review of the membership eligibility criteria as defined in the LASPNET constitution implies that it is not a mandatory requirement for member organizations to demonstrate that they uphold gender equality as one of their core values and does not require a member organisation to demonstrate gender equality as one of the eligibility criteria.

(vi) Gender Composition in terms of Staffing at Organizational Level

On the gender composition of staff at the organization, only 16% of the respondents said to a fullest extent the composition of staffing is gender sensitive at organization level.

The audit team however noted that the composition of the current (2012-2014) steering committee of the LASPNET is composed of 9 members (5 female and 4 males) with female chairperson. The previous steering committee (2010-2012) had 10 members (3 female and 7 male) with a male chairperson and female secretary. This trend shows a significant effort towards gender balance in steering the affairs of the network, one of the best practices that could be cascaded to the structures of the entire member organizations.

(vii) Documented Gender Policy Guidelines

Only 9% of the respondents agree to a full extent that their organizations have a written gender policy that affirms a commitment to gender equity, with clear allocation of responsibilities and that equity is taken in to account during strategic planning.

(viii) Knowledge of Human Resource Policies

The presence of gender sensitive human resource policies indicates efforts towards gender mainstreaming in the organization's policy environment. Despite the gradual increase of gender expertise among staff members across member organizations, only 19% of the respondents fully achieved knowledge of the human resource policies. This is mainly attributed to gender awareness not being included in all job descriptions and performance criteria and good performance in the field of gender is not acknowledged or rewarded at the secretariat.

(ix) Sexual Harassment

Immediately sexual harassment was mentioned in the training by observation and keen listening, the LASPNET female staff were noted whispering: *"...that one happens everywhere"* though they did not mention who specifically does it they acknowledged that it is present.

Sexual harassment remains a taboo subject with restricted discussion. Interviews with the Human Resource personnel indicated that no case of sexual harassment had been reported. As one staff mentioned *"you cannot report your boss, you have to find a way to survive"*.

(x) Organizational Culture

Organizational culture is comprised of behaviors, values and beliefs. Findings from the PGA in house workshop with the LASPNET secretariat staff indicate that there are symbols, values, champions and rituals that either perpetuate gender inequality or uphold gender equality. The findings from the onion exercise corroborated to the findings from the interviews with the representatives of the organizations indicated that, the factors that affect the organizational culture at the secretariat equally affect the culture of the member organizations such include: the values of the organization, number of staff, symbols cherished by the organization, available socializing space and rituals practiced among others.

(xi) Characteristics of an Ideal Worker

The findings revealed that, although gender sensitivity featured, it was not highly valued for an ideal worker as evidenced by its low value frequency with a percentage of (8%). The findings explain why majority of legal aid providing organizations staff were not gender aware/sensitive and minimal or no gender mainstreaming in legal aid service provision services in the network.

(xii) Gender Sensitive and Family Friendly Working Environment

There were also noted practices at the network that promoted gender sensitivity although they are not officially instituted and there are some of the work environment conditions that could be improved.

(xiii) Review of documents for gender sensitivity

Most of LASPNET's secretariat and the member organisations' publications are gender neutral while some are gender blind, which directly impacts on the language used.

LASPNET's core values as in the strategic plan include: Transparency, Accountability, Integrity, Cooperation, and Team work. The core values are gender blind. Although the constitution of LASPNET had equity as one of its values, further consultations revealed that it was not in relation to gender focus but meant fairness in terms of legal aid services providing organisations becoming members.

The membership charter of LASPNET does not require member organizations to demonstrate commitment to uphold gender equity as consideration in the member eligibility requirements.

(xiv) Advocacy, Public Relations and Communications

Mainstreaming gender in all advocacy and communication strategies will ensure a perfect fit of gender issues in the operations of the organizations. However, only 19% of the respondents indicated that advocacy and public relations campaigns, initiatives and plans are informed by a gender equity perspective. This is mainly because the public relations strategies and plans are not fully influenced and advised by gender experts, reflected in most of the organizations publications.

(xv) Integration of Gender in the Internal and Partner Communications Channels

There was no deliberate mainstreaming of gender in communication channels with partners (for example gender sensitive slogans). Occasionally gender is reported about at this level but mostly basing on what the partners want and the nature of reports available.

Publicity and partner engagement is one of the strategies of LASPNET that is not fully exploited. According to LASPNET newsletter Vol 2, issue 3, June 2012 *"Members and partners appreciate LASPNET's contribution and coordination, but a call for more and better engagement has been sounded by a number of stakeholders consulted. Visibility has been enhanced but remains relatively low especially out of Kampala"*.

(xvi) Perception of gender

The understanding of key gender concepts is very crucial for promoting gender equality in an organization. At LASPNET Secretariat, the knowledge of gender concepts and rationale for gender mainstreaming varied among staff with some really exhibiting a good understanding and others having very limited knowledge.

The audit exercise further noted a wider gap in staff skills ranging from awareness on gender, conceptualizing gender and related concepts, skills of gender analysis or integration of gender in their specific areas of work. Almost in all interviews conducted by different PGA team members, it was noted that the majority of staff did not have comprehensive training in skills of gender analysis, planning or other gender specific related programmes in legal aid provision.

(xvii) Best practices towards integration of gender

One of the member organisations that others could learn from is UGANET. The organisation has a written gender policy as part of the organization strategic pillar 3. In effect gender is incorporated in all UGANET work and all programme officer's report on it. In addition, UGANET has deliberately invested resources in building of staff capacity, by the time of the audit 16 staff had concluded an online training course from Kimmage Open and Distance Education (KODE). Gender is incorporated in programming and staff report on it.

Section 3.1 of LASPNET human resource policy exhibits equal opportunity "LASPNET shall not discriminate on the basis of religion, gender, physical ability, tribe or any other discriminatory ground".

The composition of the current (2012-2014) steering committee of LASPNET is composed of 9 members (5 female and 4 males) with a female chairperson.

Gender integration is evident in Programme implementation by Uganda Land Alliance e. g. women were assisted to buy land together with their husbands and men were encouraged to include women's names in the sale agreements.

FIDA, in her fight for gender justice, focusing on rights of women and children have learnt that patriarchy perpetuates gender inequalities in the ownership of productive resources. FIDA was able to mobilize communities for the outreach sessions in collaboration with government authorities and local leaders. This was in order to improve community commitment to women's rights, improve access to land, legal justice, and policy environment for economic and legal rights.

(xviii) Challenges faced in efforts to mainstream gender

The respondents enumerated challenges that may impact negatively on the efforts of mainstreaming gender in the operations of the legal service providers as indicated below:

- Limited finances and priority to practically and effectively mainstream/integrate gender in work plans and human resource policies.
- Limited expertise in gender
- Women specific budget and programme support for some of the organisations
- Negative attitude from men who have not understood that the ultimate goal of gender mainstreaming is to achieve gender equality but instead look at gender issues as a weapon meant to fight them.
- The network partners are varied and the learning cannot be collapsed together.
- If not well conceived from policy and program planning, gender disappears into programs.
- Disabled women find it hard to make choices, even when trained/sensitised on their rights, remain vulnerable.

(xix) Proposed actions to mainstream gender in LASPNET

Respondents enumerated the below as recommendations that LASPNET secretariat should adopt to take action on gender mainstreaming;

- Staff training and workshops to build their capacity on gender mainstreaming.
- Cluster meetings need to streamline gender issues and tailor mainstreaming actions towards the respective cluster mandates.
- System development in terms of tools for gender analysis and planning, manuals and a hand book to guide in mainstreaming gender in legal aid service provision and standard referral path way.
- LASPNET should encourage the adoption of a gender policy for all the legal aid service providers to ensure that gender is mainstreamed in both the beneficiary programs and the work environment.
- LASPNET should invest in deliberate and measured efforts to ensure gender integration into program and organizational policies.

3.2 Recommendations

(i) Gender Mainstreaming in Objectives, Programme Planning and Design

There is need to develop an effective and conducive policy and gender action plan as a network.

The operational strategy for gender mainstreaming in programme planning and design should be developed.

There is need to develop capacity to effectively utilize guidelines developed to enhance gender integration within LASPNET member organisations.

(ii) Financial Resources for gender equity

There is need to develop tools to guide gender mainstreaming in budgeting and to monitor its integration into the programmes of the legal aid service providers.

There is need to mobilize resources towards building the capacity of staff in gender equity issues and gender analysis for gender integration/ mainstreaming to be achieved in the organization.

(iii) Integration of Gender Equity in Program Implementation

The project implementation plan should contain gender specific activities that strengthen skills and provide women/girls, men/ boys with equal access to services and trainings bearing in mind the existing gender roles.

Capacity to recognize and handle organizational resistance to addressing gender issues in programs and projects needs to be built. This will enhance program work and make result more visible.

(iv) Gender Mainstreaming in Monitoring and Evaluation

Staff capacity to generate and utilize Gender And Development (GAD) should be built for all staff including management.

Capacity in gender analysis also needs to be developed and tools to facilitate design, implementation and monitoring developed. The M&E framework should include gender specific indicators for monitoring programme implementation.

(v) Gender Equity/focus during the selection of Partner/Member Organizations

Policies and guidelines regarding LASPNET's membership selection criteria as well as relations with Partner Organizations need to be made more gender sensitive in order to promote gender mainstreaming/ integration in the network.

LASPNET should consider gender mainstreaming/ sensitivity as one of the requirements for membership qualification.

(vi) Staff Capacity and Gender Composition at Organizational Level

Staff Expertise for gender analysis/ planning and integration needs to be built and strengthened and to ensure that there is a person/ department responsible for gender integration/ mainstreaming in LASPNET.

LASPNET needs to create a unit/focal person responsible for gender mainstreaming in the network.

There is evidence of increase in female staff as noted in the literature review. This calls for proactive strategies to also recruit male staff into the network and its membership to create gender balance.

(vii) Documented Gender Policy guidelines

LASPNET members without gender policies need to be supported to develop gender policies, while promoting training/ organizational learning and sharing of policies across the network.

LASPNET needs to commission gender specific researches to inform policies at different levels

(viii) Gender integration in Human Resource Policies and Organizational Culture

Staff needs to internalize the human resource policies to fully understand what is contained therein. A policy day can be arranged to help staff internalize all policies.

Staff orientations should also include gender policy sensitization to ensure understanding and effectiveness.

More gender sensitizations and training aimed at promoting open discussion of gender issues in the organization needs to be actively promoted.

Provide opportunity for lower cadre staff to attend gender awareness workshops. The support staff felt, as did the technical and administrative staff, that they need gender

training workshops such as the one that the PGA team had organized, so that they may become empowered to articulate and advocate gender issues from any space.

LASPNET and member organisations should consider having more space for socializing and for the staff to get to know each other. A common resource centre for not only reading but also for having coffee or tea together could be availed.

Encourage activities such as Sports' Associations, quarterly office outings that would bring staff together to balance work with life and promote informal socializations

There is need for human resources departments to be sensitized on gender mainstreaming, so that they can appreciate, value and cherish gender sensitivity as one of the vital characteristics of an ideal worker in legal aid.

The Human Resource Department should ensure that issues of sexual harassment are conclusively addressed by undertaking the following:

- Put in place a sexual harassment policy and make all members aware of its provisions.
- Put in place an institutional mechanism to address cases of sexual and work harassment
- Set up guidance and counselling unit/ officer to extend services to all members of staff that feel they are not treated with respect at the workplace.

During recruitment there is need to include gender awareness as one of the requirements for a position in the legal aid service providing organization.

The human resource structures within organisations should establish gender units/focal persons to review the terms of the existing training programmes and develop a training plan that is appropriate to both men and women.

Create awareness among male members of staff about the need and use of paternity leave.

Have separate and well-labelled places of conveniences and provide separate rooms for People with Disabilities (PWDs).

The network could consider setting up a staff association to handle staff related issues.

There is need to sensitize the staff in legal aid service provision on gender to create awareness and positive attitude.

(ix) Gender mainstreaming at strategy level

LASPNET needs to engender its vision and mission statements, which will trickle down to gender sensitive objectives, programs and policies.

LASPNET secretariat needs to designate a gender unit/ Focal officer that will be in charge of gender mainstreaming in the network. This unit/officer should work hand in hand with the gender thematic working group to operationalize gender mainstreaming across the membership.

(x) Advocacy, Public Relations and Communications

There is need for LASPNET to develop a gender sensitive communication strategy that would boost its public image. This could be done through use of well- designed gender sensitive flyers, brochures, posters, radio programmes and television talk shows as well as community gatherings like during the regional legal aid weeks.

Ensure that all LASPNET reports, publications and advocacy materials incorporate a specific section on gender.

A gender quality assurance mechanism/ gender scanner should be set up with guidelines for checking on the gender – sensitivity of all published documents in various sections: in terms of content, language and graphics.

There is need for the LASPNET communications unit to work closely with the gender unit/ or focal officer to engage more on advocacy work to raise awareness on gender policies, programmes and educating staff/ public on gender issues in legal aid.

There is need to build and strengthen capacity on gender sensitive advocacy, Public Relations and Communications. It is through this kind of engagements that the Gender agenda could be advanced to the partner organisations and the overall legal aid services beneficiaries.

There is need for networking with gender sensitive organizations and gender experts when planning for gender sensitive advocacy, public relations and communication.

There is need to put in place tools to guide gender integration and monitor communication resources for gender sensitivity.

LASPNET needs to participate with other like-minded development partners on gender equality in sector working groups and increase policy dialogue and joint support for gender equality initiatives.

(xi) Best practices towards integration of gender

The identified best practices indicate that there is ground for gender mainstreaming in most of the organisations. The said best practices could be enhanced and cascaded to the entire network to ensure effective gender mainstreaming is done.

(xii) Challenges faced in efforts to mainstream gender

In the efforts to mainstream gender in the legal services programmes, the above challenges and the perpetual root causes have to be adequately addressed right from policy formulation and planning stages.

Members of the facilitation team:

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4 PART IV: ANNEXES

4.1 List of Organizations interviewed

No	Organisation	Contact Persons	Physical Address
1	War Child Canada(WCC)	Dreeni Geer, Executive Director, Email: dreeni@warchild.ca	Muyenga
2	Foundation for Human Rights Initiative(FHRI-PAS)	Mr. Livingstone SEWANYANA; Executive Director, Email: isewanyan@gmail.com	Human Rights House, Plot 1853, Lulume Road Nsambya.
3	Legal Aid Project of the Uganda Law Society(LAP)	Mrs. Grace BABIHUGA, Executive Director-ULS, Email: Grace.babihuga@uls.or.ug, Email: ed@uls.or.ug	Uganda Law Society, Plot 5A Acacia Avenue, P.O. Box 426 Kampala, Uganda Tel: +256 414 342424
4	Law Development Center (Legal Aid Clinic)LDC-LAC	Mrs.Webale	Law Development Center, Makerere Hill Road
5	Platform for Labour Action (PLA)	Asha Nagudi, Legal Manager, Email: legal@pla-uganda.org, Email:admin@pla-uganda.org	Plot 66, Kanjokya Street, Kamwokya
6	Association of Women Lawyers(FIDA-U)	Munduru Mercy Grace Programme Officer 0777205360	Plot 11, Kanjokya Street, Kamwokya.
7	Refugee Law Project(RLP)	Ms. Saphina NAKULIMA, Legal Officer, Tel: 0782310904, Email: sapserugo@yahoo.com	Plot 9, Perry Gardens, Old Kampala
8	Uganda Land Alliance(ULA)	Ms. Esther OBAIKOL, Executive Director, Tel: 0715324944, Email: eobaikol@ulaug.org	Blok 21 Plot 1521 Mawanda road
		Ms. Mangdalin Nalumansi, Programs Assistant, Tel: 0772987502, Email: magda@ulaug.org	
9	African Centre for the Treatment and Rehabilitation of Torture Victims (ACTV)	Mr. Samuel. H. Nsubuga, Chief Executive Officer, Contact: 0712200641/0312263918, Email: ceo@actvuganda.org	Block 39 Plot 113 Owen Road (off Tufnell Drive) Kamwokya
10	Facilitation for Peace and Development(FAPAD)	Mrs. Odur Jonathan, Deputy executive Director 0712847015	Plot 2, Kyoga Road, Lira Municipality, P O Box 73, Lira
11	Muslim Centre for Justice and Law(MCJL)	Mr. Jaffer SENGANDA; President Tel:0701282887, Email:Jafferhood2005@yahoo.co.	Zoek House
12	Uganda Network on Law, Ethics, and HIV/AIDS(UGANET)	Ms. Dora M. KICONCO, Executive Director, Tel: 0772426321, Email: kicdor@yahoo.com	Plot 5A, Kimera Road, Ntinda.
13	Uganda Youth Development Link(UYDEL)	Mr. Rogers KASIRYEE Executive Director Email:uydel@uydel.org, Tel: 0782 173251	Sir Apollo Kagwa Road .opp.MBI,Bifro House, second floor

14	Human Rights Awareness and Promotion Forum(HRAPF)	Anthony Mutimba; Deputy Executive Director 0706536302	Prof. Apollo Nsibambi Road Namirembe, Kampala
15	Land and Equity Movement Uganda(LEMU)	Ms. Judy ADOKO, Executive Director, Tel: 0772856212, Email:judyadoko@yahoo.co.uk	Plot 6 A Sunderland Avenue Mbuya
16	Association of Human Rights Organisations.(AHURIO)	Fred KAAHWA, Program Coordinator, 0772400284, email;freka2005@yahoo.com	P.o.Box 514
17	Legal Action for Persons with Disability (LAPD)	Mrs. Laura KANUSHU, Executive Director, Tel: +256 772 675940, Email: lapdug@yahoo.co.uk	Frobel Road, Bukoto
18	Kawempe Division Legal Rights Initiative(KDLRI)	Mr. Paul KAVUMA. Coordinator, Tel:0785618747, Email: pkavuma2010@gmail.com	Kakungulu Zone, Kawempe.
19	Micro Justice Uganda(MJU)	Mr. Walulya FREDRICK, Executive Director, Tel:0782456000, Email:fredrickwalulya@gmail.com	Plot 27 Mutesa II Road Ntinda, P.O.BOX 34927 Kampala
20	Action Against Violence (AAV-U)	Ms. IMELA Prossy, Executive Director, Tel: 0772 823556, Email: aav.action@gmail.com	Kiwatule

4.2 List of documents reviewed

S/N	Document title	Observations	Comments/recommendation
1	LASPNET strategic plan July 2010- June 2015 theme: <i>Enhancing Access to Justice for the Poor</i>	<p>LASPNET Vision is gender neutral, An effective and professional legal aid system that is accountable, sustainable and accessible.</p> <p>Among LASPNET values include: Transparency, accountability, Integrity, Cooperation, and Team work Quality.</p> <p>The Organisaion structure of LASPNET lacks a gender unit/ focal officer.</p> <p>Indicators for strategic objective one in the logical frame work is gender specific: <i>“establishment of the process and structural models that will enhance access to justice for the indigent, vulnerable and marginalised persons like children, women, the disabled, elderly, those living with HIV”</i></p>	<p>LASPNET needs to engender its vision which will trickle down to gender sensitive objectives, programmes and policies.</p> <p>LASPNET needs to consider gender equity as one of the core values.</p> <p>LASPNET secretariat needs to put in place a gender unit/ Focal officer that will be in charge of gender mainstreaming in the network.</p> <p>Such gender specific indicators need to be strengthened and upheld in all the strategic indicators</p>

		<p>From the strategic objective 2: Human and institutional capacity building. An indicator of success mentioned is an enabling organizational environment with appropriate internal policies and a well-built legal framework</p> <p>The Budget is gender blind</p>	<p>Gender neutral language is used which can translate into development of gender blind internal policies in the organization.</p> <p>There is need for LASPNET to introduce gender sensitive budgeting in programming</p>
2	The constitution of LASPNET	<p>Language used is gender neutral</p> <p>Among the values is equity. Interview with National coordinator revealed that the equity was not referring to gender but referred to equity to membership</p>	<p>Need to use gender sensitive language</p> <p>There is need to include gender equity as one of the values cherished by LASPNET</p>
3	LASPNET membership Charter	Lacks gender consideration as one of its eligibility requirements	LASPNET to consider gender mainstreaming/ sensitivity as one of the requirements for membership qualification.
4	LASPNET Human resource policy	<p>Section 3.1 of HR Policy exhibits equal opportunity "LASPNET shall not discriminate on the basis of religion, gender, physical ability, tribe or any other discriminatory ground".</p> <p>Gender awareness/ sensitivity is not considered in job description and evaluation criteria</p> <p>Section (7.15.15) protects employees from among others: Use of abusive or insulting language or behavior, Sexual harassment; Threatening or physically assaulting other Employees or visitors.</p>	<p>LASPNET is commended for exhibiting equal opportunity at recruitment and selection. Therefore, uphold it throughout the network</p> <p>LASPNET should include gender sensitivity into its regular job evaluation criterion, this will ensure recruitment of gender aware staff and also identify capacity gaps for gender training</p> <p>On protection of staff LASPNET is commended, this needs to be effectively applied and upheld in the network</p>
5	Steering committee composition 2012-2014	Composed of 9 members, 5 female and 4 males with a female chairperson	Gender sensitive this showed improvement from the 210-2012 steering committee composition (which was unbalanced) with 10 members of which only 3 were female
6	LASPNET secretariat Staff composition	<p>During the participatory gender audit the secretariat had 4 males and 4 females</p> <p>In a period before the final gender</p>	Gender balance was observed in terms of numbers. However in terms of senior management, both the National Coordinator and

		audit report was produced the staff composition had changed from 4 female to 2 and from 4 males to 5	finance and administrator were males. Therefore LASPNET needs to be gender sensitive in terms of numbers as well as management posts and be a role model to the rest of the member organisations.
7	Annual General Assembly (AGM) 2012	No gender issues on the AGM agenda. Even the attendance list was designed in a gender blind way, out of 38 members present there is no indication of who was female and who was male.	In future Annual general assembly meetings, LASPNET needs to include gender mainstreaming concerns into the agenda as across cutting issue. Registration list for the participants in the AGM should show the sex of the participants. This will show whether the Summary of findings of the meeting contained balanced views from females and males.
8	Uganda Land Alliance (ULA) Annual report 2012	Gender integration is evident in Programme implementation e. g. women were assisted to buy land together with their husbands and men were encouraged to include women's names in the sale agreements. In addition, as a result of trainings attained by women Pader women now participate in clan meetings and influence clan decisions which was not there before	Disaggregated data captured showed gender imbalance for example summary statistics of trainings conducted in Karamoja in January- December 2012 showed that 227males and 64 females were trained, although this could be a challenge as a result of patriarchal nature of the land committees and boards.
9	Uganda Association of Women Lawyers (FIDA) Annual report 2010	FIDA, in her fight for gender justice, focusing on rights of women and children have learnt that patriarchy perpetuates gender inequalities in the ownership of productive resources. FIDA was able to mobilize communities for the outreach sessions in collaboration with government authorities and local leaders. This was in order to improve community commitment to women's rights, improve access to land, legal justice, policy environment for economic and legal rights	Although FIDA is commendable on feminism as its niche, male specific programmes would also be vital for FIDA as they will complement women's conditions and position since they will be preventive rather than responsive in nature without altering the goal of FIDA while promoting gender mainstreaming.
10	Uganda Network on Law, Ethics and HIV (UGANET) Strategic	UGANET has a written gender policy as part of the organization strategy pillar 3.	UGANET style of gender mainstreaming is a best practice that other legal aid service

	<p>plan strategic plan 2011-2016. Theme: <i>Reduce HIV related vulnerability through increased social and Legal protection</i></p>	<p>In effect gender is incorporated in all UGANET work and all programme officers report on it</p> <p>UGANET is able to engage in national debates, policy formulation using legal expertise and understanding of gender equality</p>	<p>providers can replicate</p> <p>However, UGANET cited challenge in dealing with gender neutral laws and influencing structures that do not have gender analysis</p> <p><i>UGANET highly recommends that all legal aid service providers incorporate gender mainstreaming in the legal work because males and females are not the same, one gender is more vulnerable than the other"</i></p>
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4.3 Interview guide Questionnaire