

Papua New Guinea – Australia Transport Sector Support Program (TSSP)

Supported by the Australian Government - AusAID

Transport Sector Gender Strategy and Plan

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Preparation, Review and Authorisation

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Executive Summary

The development of the TSSP gender strategy and 3-year implementation plan has been ongoing since 2008. The strategy was developed through a desk review of key policy documents and sector plans and through extensive consultations with the key transport infrastructure sector agencies: the Department of Transport, Department of Works, PNG Ports, Civil Aviation Authority, National Maritime Safety Authority and the Women in Maritime Association Group. The TSSP Gender Strategy aligns itself with the Program approach taking steps towards institutional strengthening and capacity building of transport infrastructure line agencies.

TSSP's Gender Strategy (the Strategy) will provide an appropriate, practical and relevant pathway towards the creation of a gender management system. In lay terms this can be translated as, developing a transport sector over time which is better able to recognise and respond to the differing needs of men and women, boys and girls. TSSP will assist agencies to do this by providing technical support to modify day to day operations at the institutional level focusing on the development and monitoring of policies and processes that direct services.

This Strategy is not intended to be prescriptive - it is designed to be demand driven and able to adapt to differing needs and priorities within agencies.

The Strategy is designed to assist partner agencies to:

- diagnose and assess the implications of gender inequalities on their particular agencies;
- identify measured steps;
- take action towards building a gender management system for specific agencies in a systematic way, and where relevant this can be trialled through pilot initiatives; and
- monitor and evaluate successes and challenges.

The strategy comprises 5 objectives:

Objective 1. Improved awareness and understanding of gender equality issues relevant to the transport sector in PNG.

Objective 2. Increased access and demonstrated use of appropriate tools and resources required to integrate gender equality considerations in the transport sector.

Objective 3. Demonstrated progress towards institutionalising the collection, management and analysis of data on men and women in the transport sector.

Objective 4. Increased capacity to develop and revise policies and practices within the transport sector to be gender responsive.

Objective 5. TSSP's internal management systems and operations are gender responsive.

Under each objective, the strategy suggests a mix of activities and changes to existing Program initiatives, policies and practices to ensure the inclusion of gender equality considerations and the development of a gender management system.

Some of the innovations suggested in the Strategy worth highlighting include:

- Skilling up a core team of advisers within TSSP partner agencies who can provide mentoring and guidance on gender equality and women's empowerment.
- Providing a practical toolkit for partner agencies with "how to" models for the development of gender action plans¹, gender equity and anti-discrimination policies and conducting gender analysis.
- Bringing gender action planning into the corporate planning of all agencies.
- Providing opportunities for partner agencies to pilot international good practice on gender equality in the transport sector, such as the use of scorecards, voluntary codes of conduct for senior management and the establishment of gender reference groups. Successful pilots will be showcased and where feasible up-scaled or expanded to other agencies.
- Conducting primary research on the impacts of transport improvement programs on gender equality and women's empowerment in Papua New Guinea, including information on household income and expenditure, access to services and information and security issues such as, risks associated with violence and HIV&AIDS.
- Deploying Community Liaison Officers on all major maintenance programs to provide a vital link between communities and government agencies.
- Including gender equality and HIV&AIDS clauses within maintenance contracts.
- Establishing a gender responsive Management Information Systems in partner agencies.
- Conducting a gender audit in 2010 to assess progress to date on the integration of gender equality considerations into the day to day operations within the transport sector.

The implementation of the Strategy will adopt a phased approach. Phase 1 will focus on raising awareness of gender equality and women's empowerment issues and strengthening the capacity of the Program team to deliver on the gender strategy. Fundamentally, this will entail coaching advisers, providing support and mentoring to agency personnel, and planning / supporting the development of policies and monitoring indicators. Phase 2 aims to support partner agencies build capacity and adapt necessary tools to diagnose the gender equality and women's empowerment issues at an institutional level with the aim of developing gender action plans. Phase 3 sees the roll-out of strategy initiatives with Program partners, while phase 4 shifts the focus to reviewing progress and up-scaling successful innovations.

This phased and flexible approach promotes local ownership and buy-in from partner agencies while allowing them to work at a pace which can be supported and sustained. After this time, TSSP will provide support to partner agencies to continue to monitor and improve their gender management systems through the integration of gender equality considerations into the agency corporate plans.

The TSSP gender strategy will be reviewed and updated annually. TSSP is committed to implementing the gender strategy and to providing the necessary resources to support partner agencies implement suggested activities.

¹ Consistent with TSSP capacity and institutional strengthening approaches, Gender Action Plans (GAP) will be considered where existing corporate and other plans are yet to encompass gender within broader corporate planning.

1. Introduction

Background The Transport Sector Support Program (TSSP) Scope of Services (SOS) and AusAID's gender policy framework require gender equality considerations to be mainstreamed into the program and all development assistance activities.² This Gender Strategy (hereafter, the Strategy) outlines a pathway for ensuring that gender equality considerations are fully integrated into all aspects of TSSP program planning, implementation and monitoring. The Strategy is also designed to assist TSSP to work with partner agencies work towards gender equality.

TSSP understands that gender mainstreaming requires a two tracked approach: 1. making changes to existing Program initiatives to address gender equality issues; and 2. including new activities with the aim to accelerate progress towards gender equality and women's empowerment.

The development of the Strategy has been ongoing since 2008. The Strategy was developed through a desk review of key policy documents and sector plans and through extensive consultations with the Department of Transport, Department of Works, PNG Ports, Civil Aviation Authority, National Maritime Safety Authority and Women in Maritime Association Group. Two separate workshops were also facilitated by the National Council for Women, and a further consultation workshop was held by the Gender Consultant to review the final draft strategy. For a full list of people consulted in workshops or consultations please refer to Annex 6.

GoPNG and AusAID's commitment to gender equality and women's empowerment The Government of Papua New Guinea (hereafter, GoPNG) and the Australian Agency for International Development (hereafter, AusAID) consider gender equality and women's empowerment to be significant cross-cutting issues and are committed to the goal of achieving greater gender equity.

GoPNG is a signatory to several agreements and human rights instruments which uphold gender equality, such as, the Convention on the Elimination of Discrimination Against Women (CEDAW) and the Millennium Development Declaration and subsequent Millennium Development Goals (MDGs). The 1995 'PNG Platform for Action' prepared for the Fourth World Conference on Women sets out the following action to be taken in the transport sector: "Strategic Objective: To provide safe and affordable transportation systems in rural and urban areas:

- Ensure women's needs such as safety, accessibility and affordability are taken into consideration when transportation policies are formulated.
- Develop and maintain a good system of roads throughout the country to enable women to remain on their lands and still have access to markets and services such as health and education.
- Encourage women to learn non-traditional skills such as vehicle and equipment maintenance.

² See *Gender Equality in Australia's Aid Program – Why and How*, 2007 <http://www.ausaid.gov.au/publications/pubout.cfm>

- Encourage the use of non-polluting forms of transportation such as bicycles.
- Develop footpaths and bicycle tracks in urban areas.”

More recently, the Medium Term Development Strategy (MTDS) recognises gender inequality as a constraint to development efforts and emphasises the need to work with men and women on gender equality issues and gender awareness (2004: 26). The strategy specifically highlights the need to better engage women in decision-making at all levels.

AusAID is currently developing its own gender strategy for Papua New Guinea. More generally, the principles guiding AusAID’s gender policy framework are:

- Sustainable development can only be achieved with the active participation of all members of society;
- Gender equality is an integral part of universal human rights;
- Providing equal rights and access to resources and opportunities to women is crucial to the goal of reducing poverty, illiteracy and disease;
- Goals and priorities for tackling gender equity should be sensitive to the specific needs and priorities of the developing country concerned.

TSSP’s response towards gender equality and women’s empowerment

The goal of TSSP is to improve governance and performance in GoPNG’s delivery of transport infrastructure services through effective use of resources. TSSP seeks to achieve this goal through activities clustered under four objectives:

The four main objectives of TSSP are:

1. To support operational reform in the transport sector agencies through improved public sector administration and reform programs.
2. To strengthen linkages between the transport sector agencies and central agencies so that service delivery and reform programs are actively supported.
3. To support improved performance of provincial, district and local level governments to deliver transport services in selected locations.
4. To support delivery of an affordable, contestable and prioritised national transport network.

TSSP signals a move away from a project approach towards a sector wide programmatic approach designed to address infrastructure maintenance but also broader issues specific to the public sector reform and governance agendas. This shift promotes national ownership and provides the scope to address social issues, which previously were not thought of as central to the sector, such as environmental sustainability, HIV&AIDS and gender equality. It is hoped that a sector wide approach will provide opportunities to systematically and substantially work towards gender equality and women's empowerment in the transport sector in the future.

The Strategy aligns itself with the program approach taking steps towards institutional strengthening and capacity building. The Strategy is cognizant that gender equality may be a new concept or focus area for the five primary partner agencies. Where possible gender equality strategies may be integrated into existing program activities, however, some stand alone activities have also been suggested to further assist understanding and practical applications of gender equality and women's empowerment issues and the impacts on transport.

2. Impacts of gender inequalities on the transport sector

Access to Social Services

A lack of transport means that men and women, boys and girls enjoy unequal access to goods, services and information.

- A lack of transport limits the access that men and women, boys and girls have to schools and healthcare services. Due to the increased security risks faced by girls, a long walk to school on an unsafe road may be the impetus for parents to withdraw girls from school. Women, through care giving and reproductive roles are also likely to be more disadvantaged by poor access to healthcare centres.
- Without adequate roads and other forms of transport women and men may be excluded from participating in political and community life. The cultural norm that a woman's role is in the home makes it particularly difficult for women to participate in community meetings or the political sphere if they need to travel far from home.
- Isolation that comes from a lack of transport means men and women, boys and girls have limited access to reliable sources of information and communication. This issue has the potential to impact on the livelihoods, health and wellbeing of communities, and has serious consequences for the HIV epidemic.
- Women, in particular, who are busy performing multiple roles in the home, family and community, may have limited access to social services compared to men and boys. This opportunity is further decreased when access to transport is unavailable or limited.

Security

Isolation due to a lack of transport and infrastructure increases security risks faced by men and women, boys and girls, particularly violence.

- Transport to appropriate destinations reduces the isolation and related vulnerability of men and women, boys and girls.
- Unreliable routes and modes of transport increase the vulnerability of individuals, in particular, women, girls and boys to violence.
- Limited access to services, information and communication stemming from a lack of transport makes it difficult for victims of violence to seek help and justice.
- Unreliable routes and modes of transport decrease food security.
- Isolation associated with a lack of transport may reduce the risk of HIV infection, through limiting the contact communities have with mobile populations such as truck drivers. However, a lack of transport may also increase transmission rates once HIV infection is present in isolated communities.

Economic Opportunities

Without reliable transport, women and men, but especially women, have limited mobility and enjoy fewer economic opportunities.

- Without reliable transport men and women spend long hours travelling to buy or grow food, building materials and to collect water.
- Unreliable or unstable forms of transport keep transport costs high for men and women.
- A lack of transport limits men's and women's access to work opportunities and labour markets. This may result in men having to travel further away for work and makes it difficult for them to return regularly. There is evidence linking seasonal and migrant labour with an increased risk of HIV transmission.
- Women, who are less likely than men to be registered as land owners may not share the benefits of land compensation claims associated with the transport sector enjoyed by men.
- Without transport, women who comprise 85% of all farmers in PNG have limited access to markets and find it difficult to increase productivity.
- The unavailability of affordable modes of transport limits the mobility of men and women.

Empowerment Through Engendered Transport

Policies and processes within the transport sector tend to be gender blind due to entrenched cultural norms, attitudes and practices.

- Investments in transport do not always meet the practical and strategic needs of both men and women. This is often because female beneficiaries are not empowered at the community level.
- Legislation and policies within the transport sector are often gender blind and do not actively uphold the rights of men and women to enjoy equal access to public transport but also as employees within the sector.
- Without useful data, outlining the different needs of men and women, it is impossible to deliver adequate services, inform decisions, make appropriate plans and policies and monitor impacts on men and women, boys and girls within the transport sector.
- Public administration reform initiatives recognize the need to create a space within government to address the complaints and feedback from men and women however, it is essential that women's opinions are encouraged.
- Gender equality considerations often fall off the agenda within government, particularly due to a lack of capacity. Oversight processes and functions in particular tend to overlook gender equality considerations.
- Cultural perceptions that working on transport is a man's job and women's relatively low levels of education contribute to the low representation of women working within the transport sector and the perpetuation of gender stereotypes within the sector.
- Women working within the transport sector may be exposed to violence and due care is required to mitigate such risks.

3. Strategic direction

Focus TSSP is mindful that success in the area of gender equality takes time and is contingent on assisting agencies to change entrenched beliefs, attitudes and behaviours. The Strategy suggests a phased process to tackle a number of the gender equality issues within TSSP and the transport infrastructure agencies.³

Working across five partner agencies requires a responsive approach with the following considerations:

- some agencies have already begun working towards gender equality while other agencies have little experience in the area;
- agencies are likely to work towards gender equality at a different pace; and
- agencies will experience gender inequalities in different ways and therefore will require different strategies and tools to assist them to work towards gender equality.

³ Annex 2. Provides a situation analysis of gender equality and women's empowerment issues in the transport sector in PNG.

TSSP's Gender Strategy seeks to provide an appropriate, practical and relevant foundation for working towards the creation of a gender management system.

In lay terms this can be translated as, developing a transport sector over time that is better able to recognise and respond to the differing needs of men and women, boys and girls. This can best be achieved through support at the institutional level to improve those policies and processes which direct services.

This Strategy is not intended to be prescriptive - it is designed to be demand driven and able to adapt to differing needs and priorities within agencies.

The strategy will hopefully assist TSSP to work with partner agencies to:

- diagnose and assess the implications of gender inequalities on their particular agencies;
- identify measured steps;
- take action towards building a gender management system for specific agencies in a systematic way, and if necessary this can be trialled through pilot initiatives; and
- monitor and evaluate successes and challenges.

With consideration of this strategic direction, the first year focuses on raising awareness of gender equality issues within agencies, and building the knowledge and skills of TSSP advisers who can pass on to counterparts. The second year seeks to assist agencies to implement changes to policies and practises. The third year will enable agencies to demonstrate and evaluate the progress made towards gender equality, and share these lessons between agencies. After this time, it is hoped that agencies will continue to monitor and improve their gender management systems through the integration of gender equality considerations into the agency corporate plans.

This phased and flexible approach promotes local ownership and buy-in from partner agencies while working at a pace that can be supported and sustained.

The strategies suggested in this document include changes to existing program activities, policies and practices to ensure the inclusion of gender equality considerations, and where this is not possible, separate and new activities are recommended.

It is anticipated that this plan will be reviewed and updated annually.

Strategic objectives

Awareness *1. Improved awareness and understanding of gender equality issues relevant to the transport sector in PNG.*

TSSP recognises that gender equality may be a new area of intervention for partner agencies. Increasing understanding and awareness of gender equality issues within the transport sector in Papua New Guinea forms the backbone of this strategy. However, achieving widespread awareness on gender equality issues within the transport sector is a long term objective and needs to be ongoing for the life of the Program. Awareness raising approaches need to be innovative, dynamic and culturally appropriate.

Under this objective, TSSP will provide continuing awareness and understanding on gender equality and women's empowerment issues within the transport sector to advisers and men and women in the five primary partner agencies. The awareness raising initiatives are closely linked with capacity building strategies identified under objectives 2 and 3.

Suggested strategies:

For TSSP

1. Provide awareness coaching to advisers and follow up guidance where required on gender equality issues within the transport sector including the policy and legislative framework.

For partner agencies

2. Support to develop innovative ways of raising awareness on gender equality issues in their agencies across levels including senior management.

Performance indicators:

- ✓ TSSP has conducted gender equality coaching workshops for advisers and has adapted the induction program to include gender equality information.
- ✓ All partner agencies have undertaken a variety of gender awareness initiatives.

Impact:

- TSSP advisers are more familiar with gender equality issues within the transport sector and are able to pass this onto counterparts within agencies.
- Staff and/or management within partner agencies begin to discuss or flag gender equality consideration during meetings.

Capacity Building

2. Increased access and demonstrated use of appropriate tools and resources required to integrate gender equality considerations in the transport sector.

Once a basic level of gender awareness has been achieved, partner agencies and advisers can demonstrate and expand this knowledge in their day to day work. Partners will be supported to adapt and use a variety of practical "how to" guides including analytical tools and resources such as checklists, case studies, scorecards and training modules.⁴ These tools will assist partners to determine relevant entry points for working towards gender equality for them. TSSP acknowledge that achieving success in this area will require mentoring from skilled advisers and ongoing support from gender expertise to provide partner agencies with a gender support and advisory service.

Suggested strategies:

For TSSP

1. Identify, train and provide mentoring to a core team of advisers on gender analysis tools who will be able to pass on defined competencies to counterparts within partner agencies.

For partner agencies

2. Support the capacity building of work groups/units to develop or adapt and implement a diagnostic tool for assessing gender equality within partner agencies.
3. Support primary partner agencies to conduct and repeat capacity assessments as part of the organisational diagnosis of gender equality issues.
4. Adapt tools, checklists, case studies and guidelines on gender equality and gender analysis to be used as "models" and make these available via capacity groups, website and agency based advisers.
5. Assist partner agencies to make links with non-government organisations, community-based organisations and other departments who can provide information, coaching and resources on gender equality issues in PNG.

Performance indicators:

- ✓ A variety of tools have been developed or adapted, are available and are being used to TSSP and partner agencies on gender equality.
- ✓ TSSP advisers demonstrate capacity to support partner agencies use gender equality and analysis tools.

Impacts:

- The impact that gender inequalities have on the transport sector are understood and solutions are at hand.

⁴ Several model tools can be found in Annex 5.

Data Without data on men and women, gender issues are invisible. Accurate data will enable TSSP and partner agencies to design, plan, report and monitor effectively. At present adequate data on gender equality issues in the transport sector in PNG and numbers on the men and women who work within the transport sector is lacking. Suggested strategies under this objective strive to provide solutions to improve the ways in which statistics and information are gathered, managed and used by the program and its partners.

3. Demonstrated progress towards institutionalising the collection, management and analysis of data on men and women in the transport sector.

Suggested strategies:

For TSSP

1. Review and revise monitoring indicators for TSSP to ensure they adequately measure progress towards gender equality.
2. Share findings on gender equality in the TSCMIC on gender equality, and any other relevant forums.

For partner agencies

3. Identify transport usage and access patterns for men and women through household surveys and assess the impacts of road improvements on men and women.
4. Conduct in-depth research on the different impacts that previous transport projects in PNG have had on men and women.
5. Support to collect and analyse data on men and women throughout agency operations.
6. Support to revise and update the situation analysis of gender equality and women's empowerment issues in the transport sector.
7. Assistance to develop gender responsive indicators in the development of gender action plans and eventually corporate plans.⁵
8. Support to develop a management information system which includes data on men and women.

Performance indicators:

- ✓ Data and research is available on men and women and the transport sector from the community level through to the institutional level.
- ✓ Reliable monitoring and evaluation indicators have been developed and are reported against.

Impacts:

- Evidence is available to suggest that benefits from transport have positive effects on the lives of men and women.

⁵ TSSP recognises that initially some agency gender action plans will be quite brief, depending on the priorities of that agency.

Institutional Change TSSP recognises the significant impact that workplace policies and practices have on improving communication and understanding between men and women within the transport sector for service delivery, upholding the rights of men and women at work and increasing opportunities and benefits for women. Suggested strategies under this objective highlight the ways in which knowledge and data can be used to change every day practices within the transport sector to better meet the needs of men and women. Several recommended innovations under this objective include, the development of gender action plans, improving communication channels between communities and contractors through Community Liaison Officers and setting up accountability mechanisms for contractors to work towards gender equality.

4. Increased capacity to develop and revise policies and practices within the transport sector to be gender responsive.

Suggested strategies:

For partner agencies

1. Assistance to develop and implement gender action plans, with a view to integrating gender equality considerations into annual planning processes and agency corporate plans (5 year plans). It is expected that gender action plans will also identify the development and revision of several policies and practices.⁶
2. Provide support to maintain a continuing dialogue, within and across transport sector agencies, on the implementation of gender action plans culminating in an annual review of gender action plans.⁷
3. Support transport infrastructure agencies to strengthen contracting and supervisory responsibilities for transport asset maintenance projects so that they include specific specifications (clauses) on gender equality in a meaningful way.
4. Deploy Community Liaison Officers on maintenance programs to act as a conduit between communities and contractors providing feedback on the interests, needs and benefits of men and women.
5. Provide support to conduct a gender audit to assess progress made towards institutionalising gender equality.

Performance Indicators:

- ✓ Gender action plans are implemented and monitored.⁸
- ✓ Feedback / complaints mechanisms are in place for men and women at the community level.
- ✓ Most workplace policies are gender responsive.

⁶ TSSP recognises that initially some agency gender action plans will be quite brief, depending on the priorities of that agency. TSSP also realises that all policies will need to be in accordance with the PNG public service general orders.

⁷ TSSP recognises that initially some agency gender action plans will be quite brief, depending on the priorities of that agency.

⁸ TSSP recognises that initially some agency gender action plans will be quite brief, depending on the priorities of that agency.

Impacts:

- Men and women know their rights at work.
- Consideration of gender equality issues and feedback networks improve service delivery and provide women a voice in the decision making process.
- Women are more likely to apply for positions within the transport sector and stand a good chance of being recruited or promoted.

5. TSSP's internal management systems and operations are gender responsive.

TSSP has already made considerable progress in ensuring that gender equality considerations are integrated into program management. The TSSP Recruitment Strategy incorporates equal opportunity and merit based principles. The Strategy states, and Program practices reflect, the commitment not to discriminate 'against an applicant on the basis of a characteristic unless it directly and justifiably relates to the requirements necessary to perform the position'.⁹ TSSP has already developed specific policies around bullying and sexual harassment and policies and procedures regarding the unauthorised use of computers for accessing pornography. Random checks on computers have been integrated in procedures to monitor this policy. The Program routinely issues all personnel with copies of the Government of Australia/AFP Sexual Exploitation information sheet. All personnel sign a *Code of Conduct* which includes the requirement for 24hour/7 day a week professional and personal behaviour that reflects the best interests of the Program and AusAID.

With these successes in mind, strategies included under this objective focus on keeping TSSP "up to date", and where possible ahead of, international good practice. Strategies suggested include reviewing and revising policies and practices and providing opportunities for TSSP to continue to demonstrate good practices to the client and partner agencies.

The program will engage women and men as active participants in development process – as beneficiaries, partners in development, staff and leaders. In the absence of a strong national policy on gender equality, TSSP will also take responsibility for monitoring the way in which gender equality is understood and addressed within the transport sector. TSSP will also demonstrate and suggest alternative frameworks for working towards gender equality based on progress achieved.

⁹ The grounds for unlawful discrimination are defined in Equal Opportunity Legislation and Guidelines from AusAID.

Suggested strategies:

For TSSP

1. Monitor the progress of the gender, HIV&AIDS and environment strategies and explore the potential to incorporate these areas under a new framework such as the social inclusion, rights based or pro-poor frameworks.
2. Identify staff development opportunities, such as scholarships and study tours with the specific purpose of promoting gender equality.
3. Review and revise existing policies both internal and external to the Program to ensure they are gender responsive.
4. Integrate gender equality considerations in planning, budgeting and reporting for the Program.

Performance indicators:

- ✓ TSSP implements and monitors gender responsive policies.
- ✓ TSSP is able to attract a number of male and female personnel who are gender sensitive
- ✓ TSSP increases, over time, the number and quality of female candidates applying for positions.

Impact:

- TSSP internal arrangements ensure equitable benefits for male and female employees and increased efficiency.
- TSSP is able to demonstrate good practices in the area of gender equality to partner agencies.

4. Implementation Plan

Implementation of the Strategy will adopt a phased approach. Successful implementation of the strategy will be measured against three outcome indicators. A summary of the phased approach follows:

Phase 1: Focus on raising awareness of gender equality and women's empowerment issues and strengthening the capacity of the program team to deliver on the Strategy. Primarily this will involve coaching advisers, planning and assisting agencies introduce policies.

Review and provide a progress report on all activities before Q2, 2010.

Outcome indicator Phase 1:

- TSSP advisers demonstrate an understanding of gender equality and women's empowerment issues through their work plans and reports.

Phase 2: Roll out of the strategy initiatives with program partners. Support to partner agencies build capacity and adapt tools essential to diagnose the gender equality situation in their own organisations and develop gender action plans. Phase two will begin in the first quarter of 2009 and depending on the progress of each agency, should be completed by the fourth quarter 2009, with the assistance of a second 2-month input by the consultant during 2009.

Outcome indicator Phase 2:

- TSSP and partner agencies have a range of tools on gender analysis at their disposal and innovations suggested in the strategy are being implemented.

Phase 3: Policy change and up-scaling of innovations. Timing of phase 3 will depend on progress made by partner agencies. It is likely to begin in 2010 and will with the conduct of a gender audit in 2011.

Outcome indicator Phase 3:

- Gender equality and women's empowerment considerations are integrated into work plans and policy changes.

Table 1. Implementation Plan and Guidelines is designed to assist TSSP and primary partner agencies to work towards the establishment of a gender management system and implement the strategy in a simple and practical manner. It is anticipated that this table will be reviewed and updated by line agencies themselves on an annual basis, with advice from the TSSP gender consultant.

Implementation Plan and Guidelines

Suggested Strategies	Timeframe								Guidelines				
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010		1Q/2011	2Q/2011	3Q/2011	4Q/2011
<i>Objective 1. Improved awareness and understanding of gender equality issues relevant to the transport sector in PNG.</i>													
For TSSP													
1.1 Provide awareness coaching to advisers and follow up guidance where required on gender equality issues within the transport sector including the policy and legislative framework.													<p>Objectives of the coaching should include:</p> <ul style="list-style-type: none"> • Agreed upon definitions of gender concepts (see annex 1). • Discussion of key gender issues related to transport sector in PNG. • Dissemination of good practises in gender and transport sector. • Introduction to the TSSP gender strategy.
For partner agencies													
1.2 Support to develop innovative ways of raising awareness on gender equality issues in their agencies across levels including senior management.													<p>See Annex 1 Concepts and definitions. See Annex 5. Model Tools.</p> <p>Examples of successful awareness raising activities in transport sectors in other countries include:</p> <ul style="list-style-type: none"> • A white ribbon day to raise awareness of the link between good transport and safe motherhood; • providing information on workplace issues on the intranet or website; • organizing a photo exhibition highlighting the impact of transport on the lives of men and women; • an essay competition for staff on what gender equality means for them; or • a national conference on transport and gender designed to provide a forum where issues, policies and good practices are shared.

Suggested Strategies	Timeframe								Guidelines				
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010		1Q/2011	2Q/2011	3Q/2011	4Q/2011
Objective 2. Increased access and demonstrated use of appropriate tools and resources required to integrate gender equality considerations in the transport sector.													
For TSSP													
2.1 Identify, train and provide mentoring to a core team of advisers on gender analysis tools who will be able to pass on defined competencies to counterparts within partner agencies.	█				█								Have a core team of advisers been identified? Have advisers acquired the skills necessary to be able to mentor partners? Do advisers have enough time to allocate to working on gender equality issues?
For Partner Agencies													
2.2 Support the capacity building technical working groups to develop or adapt and implement a diagnostic tool for assessing gender equality within partner agencies.	█	█											See Annex 5. Model Tools
2.3 Support primary partner agencies to conduct and repeat capacity assessments as part of the organisational diagnosis of gender equality issues.	█			█				█					See Annex 5. Model Tools
2.4 Adapt tools, checklists, case studies and guidelines on gender equality and gender analysis to be used as "models" and make these available via capacity groups, website and agency based advisers.	█			█				█				█	See Annex 5. Model Tools
2.5 Assist partner agencies to make links with non-government organisations, community-based organisations and other departments who can provide information, coaching and resources on gender equality issues in PNG.	█			█				█				█	Potential point of contact include: <ul style="list-style-type: none"> • World Vision • Academic institutions • Local consultants • UN agencies • World Bank • Oxfam

Suggested Strategies	Timeframe												Guidelines
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010	1Q/2011	2Q/2011	3Q/2011	4Q/2011	
Objective 3. Demonstrated progress towards institutionalising the collection, management and analysis of data on men and women in the transport sector.													
For TSSP													
3.1 Review and revise monitoring indicators for TSSP to ensure they adequately measure progress towards gender equality.													Reliable monitoring and evaluation indicators are developed and reported against.
3.2 Share findings on gender equality in the TSCMIC on gender equality, and any other relevant forums.													Provide information to the TSCMIC and agencies on where gender information and data is available, ie. Which agencies?
For partner agencies													
3.3 Identify transport usage and access patterns for men and women through household surveys and assess the impacts of road improvements on men and women.													Household surveys include questions on: <ul style="list-style-type: none"> • Access and control over income / resources, including information on the road maintenance. • Incidence of violence. • Mobility of men and women. • Access to and usage of basic services. • Participation in decision making processes and consultations.
3.4 Conduct in-depth research on the different impacts that previous transport projects in PNG have had on men and women.													Household surveys include questions on: <ul style="list-style-type: none"> • Access and control over income / resources, including information on the road maintenance. • Incidence of violence. • Mobility of men and women. • Access to and usage of basic services. • Participation in decision making processes and consultations.

Suggested Strategies	Timeframe								Guidelines				
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010		1Q/2011	2Q/2011	3Q/2011	4Q/2011
3.5 Support to collect and analyse data on men and women throughout agency operations.													<p>Some fundamental areas to guide the collection of data include:</p> <ul style="list-style-type: none"> • Safety • Opportunities, benefits • Participation, decision-making • Positive and negative impacts on mobility, access and affordability • HIV/AIDS and health related risks <p>Questions to consider include:</p> <ul style="list-style-type: none"> • Is the data collected representative of the men and women sampled? • Do all surveys or questionnaires ask the question: Are you male or female? • Are gender-focused studies and assessments planned? • How will the findings feed back into the project? • Who will be responsible for reporting? • Is monitoring and evaluation participatory? How are stakeholders involved? • How are project effects and impacts on women and men measured?
3.6 Support to revise and update the situation analysis of gender equality and women's empowerment issues in the transport sector.													<p>A tool to identify the status, roles and responsibilities of women and men in society, as well as their access to and control of resources, benefits and opportunities.</p> <p>A framework to compare the relative advantages and disadvantages faced by women and men, in the family, workplace, school, community and political system.</p> <p>There is also a need to take class, race, ethnicity, culture, religion and other social factors interact into account because they influence gender relations and may produce or perpetuate discrimination.</p> <p>A set of standards to judge the potential impacts of gender on policies, programs and projects.</p>

Suggested Strategies	Timeframe										Guidelines		
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010	1Q/2011	2Q/2011		3Q/2011	4Q/2011
3.7 Assistance to develop gender responsive indicators in the development of gender action plans and eventually corporate plans.													<p>Good indicators:</p> <ul style="list-style-type: none"> • Measure the key elements they are intended to study or describe. • Are clearly defined and unambiguous so that different people will give the same rating or value. • Can be numerical or quantifiable so that changes can be measured. • Simple and economical to use. • Easy to interpret and understand. • Based on data accessible from existing sources whenever possible (census, national surveys, household surveys, etc). <p>Indicators can focus on a number of areas such as:</p> <ul style="list-style-type: none"> • Baseline data on travel and transport burdens and constraints of women, children and other family members prior to the start of the project. • Women's and men's unsatisfied transport needs. • Levels of women's involvement in project identification and design. • Reasons/constraints affecting women's use of the services, including economic and cultural. • Feedback on how services can be modified to make them more responsive to the needs of women. • Health and HIV/AIDS awareness and access to services and treatment. • Key questions: <ul style="list-style-type: none"> • What changes have occurred in women's travel and transport as a result of the project? • What is the relative contribution of different project components and interventions to the benefits produced for women, men and boy and girl children? • To what extent have gender specific inputs and actions been integrated into the design? • To what degree have these been implemented?

Suggested Strategies	Timeframe								Guidelines				
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010		1Q/2011	2Q/2011	3Q/2011	4Q/2011
3.8 Support to develop a management information system (MIS) which includes data on men and women.													<p>MIS can be engendered by including information on:</p> <ul style="list-style-type: none"> • Pay scale • Work arrangements such as hours or office • Education levels / certificate obtained • Sex • Promotion opportunities and potential positions • Courses attended or identified training needs • Number and age of children • Insurance arrangements or other benefits • Years of service
Objective 4. Increased capacity to develop and revise policies and practices within the transport sector to be gender responsive.													
For partner agencies													
4.1 Assistance to develop and implement gender action plans, with a view to integrating gender equality considerations into annual planning processes and agency corporate plans (5 year plans).													<p>See Annex 5. Model Tools</p> <p>What is a gender action plan?</p> <ul style="list-style-type: none"> • A systematically designed set of programs, activities and projects with clear objectives for addressing gender issues and appropriate strategies and activities with monitoring and evaluation indicators. • A blueprint of how an agency can achieve gender responsiveness. • A set of interventions designed to transform gender-blind agencies into organisations with a gender perspective. • An instrument to make all aspects of the agency and its work gender-responsive. <p>Some policy areas that agencies may want to focus on include:</p> <ul style="list-style-type: none"> • Working age for women • Opportunities for training

Suggested Strategies	Timeframe								Guidelines				
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010		1Q/2011	2Q/2011	3Q/2011	4Q/2011
4.1 continued													<ul style="list-style-type: none"> • Gender pay gap • Flexible working hours • Leave provisions <p>Some interventions groups may want to consider include:</p> <ul style="list-style-type: none"> • Establishing a gender reference group or taskforce to monitor gender equality • Training initiatives for women • Establishing units / focal points for gender equality • Skills enhancement for unit heads • Scorecards • Voluntary codes of conduct on gender equality for staff and management outlining a commitment to promoting gender equality in the workplace • Gender budgeting <p>Note: Plans need to be realistic and achievable. They also need resources to implement and support from management. Your plan should reflect the findings from the capacity assessment for gender equality in the agencies.</p>
4.2 Provide support to maintain a continuing dialogue, within and across transport sector agencies, on the implementation of gender action plans culminating in an annual review of gender action plans.													<p>This could take the form of a taskforce on gender or a gender focus group or a periodic forum comprising the gender consultant and staff from partner agencies. Similarly, an existing technical working group within the capacity group could take on this role. One possibility might be the human resources technical group.</p>

Suggested Strategies	Timeframe												Guidelines	
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010	1Q/2011	2Q/2011	3Q/2011	4Q/2011		
4.3 Support transport infrastructure agencies to strengthen contracting and supervisory responsibilities for transport asset maintenance projects so that they include specific specifications (clauses) on gender equality in a meaningful way.														<p>The most obvious application for this activity is within the road maintenance programs however, light house maintenance may also be an area worth exploring. Some clauses may include:</p> <ul style="list-style-type: none"> • All workers will be briefed on gender equality and women's empowerment issues in the transport sector. • All workers will be provided with certificates for any on the job training under taken to perform the job. • For simpler work such as grass cutting, workers will be provided with certificates of participation. Certificates may improve the future employability of men and particularly women. • Contractors agree to comply with labour laws and international conventions and treaties to ensure protection of women. • Contractors will ensure safe working conditions for men and women. • Contractors will make information on gender equality issues such as violence against women and HIV&AIDS available to workers.
4.4 Deploy Community Liaison Officers on maintenance programs to act as a conduit between communities and contractors providing feedback on the interests, needs and benefits of men and women.														<p>Experience from other projects that community liaison officers provide communities with a location where they can obtain information and lodge complaints on compensation, pollution or job opportunities. Community liaison officers can also engage the private sector. Where private companies handle maintenance, community liaison officers can also be included under corporate social responsibility programs.</p>
4.5 Provide support to conduct a gender audit to assess progress made towards institutionalising gender equality.														<p>Good gender audit methodologies are available online from the International Labour Organisation and from DfID written by Caroline Moser.</p>

Suggested Strategies	Timeframe								Guidelines				
	1Q/2009	2Q/2009	3Q/2009	4Q/2009	1Q/2010	2Q/2010	3Q/2010	4Q/2010		1Q/2011	2Q/2011	3Q/2011	4Q/2011
Objective 5. TSSP's internal management systems and operations are gender responsive.													
For TSSP													
5.1 Monitor the progress of the gender, HIV&AIDS and environment strategies and explore the potential to incorporate these areas under a new framework such as the social inclusion, rights based or pro-poor frameworks.													<p>Globally, other transport initiatives choose to address issues of gender, HIV and environment under social or rights based frameworks. In some contexts this approach is preferred and understood by government partners, particularly when the aim is to create a "transport sector". This approach also allows contractors to focus on several key areas identified through extensive consultation and social assessments. Potential areas of focus include:</p> <ul style="list-style-type: none"> • HIV and transport • Employment Issues in the transport sector • Ensuring equal access of men and women to transport • Participatory and inclusive reform of transport departments. <p>Considering that gender equality is a new area for the transport sector in PNG and that the HIV epidemic in PNG is entangled in gender roles and relations it may be more realistic to work across these issues.</p> <p>This should be a question for the review team.</p>
5.2 Identify staff development opportunities such as scholarships and study tours with the specific purpose of promoting gender equality.													<p>For example, participating or presenting at conferences on gender and transport or provide opportunities for advisers to attend short courses on gender equality. This activity also recognises that TSSP may offer scholarships in the future. Should scholarships (such as engineering scholarships) be offered, criteria should be developed to attract female applicants.</p>
5.3 Review and revise existing policies both internal and external to the Program to ensure they are gender responsive.													<p>Examples include: TORs; staff induction programs; recruitment strategy; performance appraisal; voluntary code of conduct; security plan.</p>
5.4 Integrate gender equality considerations in planning, budgeting and reporting for the Program.													<p>Although this is already being done, additional effort is required to systematically and consistently make this part of everyday operations.</p>

5. Implementation responsibilities

TSSP management

- TSSP will publish a brochure on the Strategy for distribution to department heads in particular TSCMIC members, staff of partner agencies and other relevant stakeholders.
- TSSP will recruit a gender consultant for 2 X 2 months per year who will be available to support partner agencies identify needs, develop and use tools. TSSP will review the number of months allocated for the gender consultant after the first year and increase the number of months if necessary. (See Annex 3 for a draft TOR for gender consultant).
- Monitor, review and where necessary revise the Strategy annually.
- Report on the implementation of the Strategy.
- Develop, implement and monitor an equity and anti-discrimination policy as part of this strategy.

GoPNG Agencies

- Develop and refine skills, capacities and planning.
- Champion gender equality and women's empowerment and become change agents in their own organisations.
- Integrate and strengthen agency responses.

GoPNG Contractors

- Provide gender awareness sessions and information.
- Submit compliance reports with each monthly claim.
- Encourage participation of women.

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Annex 1. Concepts

Engender – To integrate, incorporate or consider the gender perspective in development initiatives.

Gender – Gender refers to culturally- based expectations of the roles and behaviours of males and females. The term distinguishes socially constructed roles from biologically determined aspects of being male and female. These attributes are shaped and determined by culture, context and time. Gender roles and responsibilities are not fixed and are constantly changing. In most societies gender roles and responsibilities play a critical part in determining the:

- type and amount of work performed by women and men including paid and unpaid work in the home, family and community.
- access and control that men and women, boys and girls have over resources and service, and the benefits that resources bring;
- opportunities, rights and entitlements enjoyed by men and women, boys and girls; and
- degree to which men and women, boys and girls are allowed to participate in leadership and decision-making.

Gender Action Plan – Is a systematically designed set of programs, activities and projects with clear objectives for addressing gender issues and appropriate strategies and activities with monitoring and evaluation indicators. A blueprint of how an agency can achieve gender responsiveness. A set of interventions designed to transform gender-blind agencies into organisations with a gender perspective. An instrument to make all aspects of the agency and its work gender-responsive.

Gender analysis - Gender analysis is a specific form of social analysis that requires sex-disaggregated data to be collected. Analysis of this data allows a gender perspective to be incorporated into planning, implementation and monitoring. Incorporating a gender perspective into activities involves applying gender analysis throughout the activity cycle. Key issues analysed may include 1) the gender division of labour; 2) access to and control over resources and the distribution of benefits; 3) social, economic and environmental factors that influence all of the above; 4) changes in gender relations and decision-making capacity.

Gender awareness - The ability to identify problems arising from gender inequality and discrimination, including problems which may not be immediately obvious or problems which over time may have become accepted by particularly groups as the “norm” or the status quo.

Gender blind- Refers to policies, activities or workplace processes which either intentionally or unintentionally do not consider gender as a factor.

Gender equality – Refers to equality between men and women, boys and girls. This translates as women and men, girls and boys enjoying the same status,

conditions and opportunities for realising their potential to contribute to the political, economic, social and cultural development of their countries. In the development context gender equality is an important political, economic, democratic and social issue.

Gender equity - Refers to fairness in access to resources and in the distribution of benefits from development, according to the different needs of women, men, boys and girls.

Gender mainstreaming- A set of processes and strategies aimed at ensuring the recognition of gender issues on a sustained basis. An approach that situates gender equality issues at the centre of broad policy decisions, institutional structures and resource allocations, and includes women's views and priorities in making decisions about development goals and processes. Typically, gender mainstreaming includes an assessment of the implications for women and men of planned government actions such as policies, legislation, programs and projects. However, gender mainstreaming is also a strategy used to integrate women's and men's concerns and experiences in the design, implementation, monitoring and evaluation of policies, programs and projects in all political, economic and social agenda.

Gender management system (GMS) – A GMS is a network of structures, mechanisms and processes put in place within an existing organizational framework, like a government department, to guide, plan, monitor and evaluate the process of integrating gender equality considerations into all areas of the organization's work, with goal to achieve greater gender equity and sustainable development.¹⁰

Gender responsive - The consistent and systematic attention given to the differences between women and men in society with a view to addressing structural constraints to gender equality.

Sex disaggregated data - Data and information reported separately for each sex. Namely, the counting of men and women, boys and girls separately when gathering information on TSSP activities and benefits. Without accurate data women may become invisible, and so will their different needs.

Social inclusion - The process of ensuring that all people within a society feel valued, and where their differences are respected, and their basic needs are met so they can live in dignity. Social exclusion is the process of being shut out from the social, economic, political and cultural systems which contribute to the integration of a person into the community.

Women's empowerment – Refers to individual or collective action by women who have historically and continue to experience obstacles such as discrimination brought about by inequality based on sex. Women's empowerment is the goal and the process for women's advancement. The process by which women mobilize to understand, identify and overcome gender discrimination so as to achieve equality in welfare and equal access to resources.

¹⁰ Adapted from Commonwealth Secretariat, 1999. *Gender Mainstreaming in the Public Sector*.

Annex 2. Gender situation analysis in the PNG transport sector

A situation analysis on gender equality within the primary partner agencies conducted by TSSP in 2007 demonstrates that all five agencies have started working towards gender equality. A summary of the achievements and challenges follows.

All five primary partner agencies are receptive to working towards gender equality and women's empowerment. Support is apparent at the operational and senior management levels.

Discussions conducted during consultations for the situation analysis and the development of this strategy reveal that partner agencies are interested in working on gender and despite a lack of broad awareness on the issues within the transport sector, gender is considered as a relevant development issue. For the most part, gender is still considered a women's issue, however, rather than being an obstacle this can be tapped as an opportunity to work on gender equality along with women's empowerment.

At least one organisation is collecting sex disaggregated data. Analysis of sex disaggregated data demonstrates that women tend to occupy stereotypical or traditional roles within the sector.

Statistics provided by the Department of Transport (hereafter, DoT) show that women remain under-represented across all line agencies when measured against national statistics which report that women comprise 36% of the urban labour force.¹¹ Within the DoT women tend to occupy stereotypically "female" jobs, such as administrative or other support roles within the agencies. For example, women make up 23.6% of the total workforce, 32% of the total number of casual staff, 10% grade 10 and above positions, 16% of Grade 16 and above positions and 33% of the positions at Assistant Secretary level.

Within the sector, women are also involved in poorly paid unskilled community work such as cleaning and cutting grass, while men tend to earn more money working on road resurfacing or operating equipment.¹²

There is some evidence that women are breaking into non-traditional areas within the transport sector.

Numbers of women enrolling in engineering and pilot training have been increasing since the early 1990s. The Maritime College recruited its first female student in 1998 while Air Nuigini and the PNG Defence Force Air Transport Wing started employing female cadets and trainee pilots in the last few years.¹³

Within the DoT, women are represented in a number of other non-traditional areas such as transport planning, road transport, licensing, air traffic and meteorological services. However, there are no formal programs which actively mentor or promote women to work in non-traditional roles.

Small steps are being taken to empower women in the workplace, but initiatives are not always monitored.

¹¹ National Statistical Office, 2003. Papua New Guinea 2000 Census National Report, Port Moresby.

¹² Asian Development Bank, 2006. Gender Country Assessment, Papua New Guinea.

¹³ Asian Development Bank, 2006. Gender Country Assessment, Papua New Guinea.

The Maritime Services Division of the DoT has recently established a *Women in Maritime Sector support group*, with the assistance of an Enhanced Cooperation Program (ECP) Adviser. This group's primary concern is increasing women's access to employment within the maritime sector and supporting women to enter a traditionally male dominated field in highly qualified positions.

The DoT has a gender focal point and for a period participated in the government's Interdepartmental Committee on Gender and Development (ICGAD).¹⁴ Currently, the DoT is in the process of establishing a Spokeswoman Committee.

The Department of Works has placed Community Relations Officers on at least one road maintenance program. The position focused on encouraging women to participate in program activities and employment. However, the success of this position and similar interventions has not been measured using specific gender equality indicators. It is also not clear whether or not the Community Relations Officer was required to strengthen women's participation in decision making and accountability structures of the program. For example, did the Community Relations Officer act as a conduit between government and communities? Were feedback and complaint mechanisms set up for men and women at the community level? What impact did the Community Relations Officer have on increasing the access men and women had to social services?

National policies and laws provide an opportunity to work towards gender equality and women's empowerment but poor implementation poses an obstacle.

It is clear that PNG has sound national laws and policies, however the lack of technical resources and capacity for implementation and monitoring across agencies is a major limitation. In a progress report on PNG's achievements against the Millennium Development Goal Three: Gender Equality and Women's Empowerment, implementation and policy environments in PNG are assessed as 'weak' and 'fair' respectively. As a consequence, the report also indicates that it is 'very unlikely' that the goal will be achieved in the current environment. Refer table below.

Overall CMI's for PNG and its provinces.				
MDG	Achievement goal		State of supporting environment	
	MDG	MTDS	Policy/Legisl.	Implement.
1. Extreme poverty	Very unlikely	Potentially	Fair	Fair
2. Prim. Education	Very unlikely	Potentially	Fair	Fair
3. Gender equity	Very unlikely	Potentially	Fair	Weak
4. Child mortality	Very unlikely	Potentially	Fair	Fair
5. Maternal mort.	Very unlikely	Potentially	Fair	Weak
6. HIV/AIDS	Very unlikely	Very unlikely	Fair	Weak
7. Environm. sust.	Very unlikely	Very unlikely	Strong	Very weak

Source: Millenium Development Goals Progress Report for Papua New Guinea, 2004
http://www.undp.org.pg/documents/mdgs/National_MDG_Progress_Report_2004.pdf

¹⁴ Asian Development Bank, 2006. Gender Country Assessment, Papua New Guinea.

Similarly, although CEDAW clearly outlines temporary policy measures such as affirmative action which obligate States to take action to bring about actual equality between women and men by adopting substantive or corrective measures there has been little evidence of this in the partner agencies.

Partner agencies are adopting HIV&AIDS policies but have not developed gender equality plans or policies.

Although the national policy framework provides a sound foundation for working towards gender equality, partner agencies have been unable to translate national directives into workplace policies and action. Rather than gender being conceived of as, a governance, social, democratic or poverty issue, it is often described within the context of the HIV&AIDS epidemic.

Although, it will be necessary for TSSP to support agencies to update and review this situation analysis on gender equality within the transport sector, the information available on the existing situation is encouraging. This situation analysis demonstrates openness and a willingness to work on gender equality and women's empowerment. The analysis also points to an opportune time for TSSP to provide a coordinated and systematic response to address gender inequalities. However, given the move towards the development of a transport sector in PNG, there is also a need to reconceptualise gender as a *stand-alone* issue integral to good governance, institutional strengthening and the public sector reform agenda.

Annex 3. TSSP Gender Equity and Anti-discrimination Policy

Introduction

We are committed to ensuring equality of opportunity for staff and those men and women, boys and girls receiving services from the Program. The achievement of all staff will be monitored on the basis of working towards gender equality and we will use this data to raise standards and ensure better service delivery.

We will aim to provide staff with the foundation necessary to fulfil their potential, regardless of gender or stereotypes. We will seek to eliminate unlawful discrimination against staff by adhering to our duties as an employer under Australian and Papua New Guinea legislation. At TSSP, we believe that diversity is a strength, which should be respected and celebrated.

This policy outlines how we will promote gender equality and sets out our priority areas.

Statement of principle

We will actively seek to:

- Eliminate unlawful sexual discrimination
- Eliminate sexual harassment
- Promote gender equality and women's empowerment

TSSP understands 'sex' to refer to the **biological** differences between males and females and 'gender' to refer to the wider **social** roles and responsibilities which structure our lives. By promoting gender equality our intention is to recognize and help overcome those lasting and embedded patterns of advantage and disadvantage which are based on socially ascribed gender stereotypes and assumptions.

TSSP understands that in some circumstances it may be appropriate to treat girls and boys, and women and men differently, if that action is aimed at overcoming previous, current or possible future disadvantage.

TSSP will take steps to counteract the effects of any past discrimination in staff recruitment. Where we are uncertain whether there is a genuine occupational requirement for preference to be given to the employment of someone of a particular gender we will seek specialist advice.

TSSP understands the relationship between achieving gender equality and eliminating discrimination and sexual harassment. However, we are aware that achieving success in one area may not lead to achieving all. The weight we give to gender equality will be proportionate to its relevance to a particular function. The greater the relevance of a function to gender equality, the greater regard we will pay to it.

Scope

This policy applies to all national and international staff, regardless whether they are part-time or full-time, short and long term. Staff should adhere to the policy at all times whether they are working at the TSSP office, at partner agency offices, or in the field.

Definitions

What is sexual discrimination?

By unlawful sexual discrimination we mean treating one person less favourably than another on grounds of sex, sexual orientation or gender. We understand that this could be done directly but that it could also occur indirectly.

What is indirect gender discrimination?

Indirect gender discrimination means that a particular policy or practice may impact more negatively on one gender than on the other, or may favour one gender to the disadvantage of the other.

TSSP understands that discrimination in employment becomes possible when employers make decisions about employees' careers. Key points for decisions about employees, either as individuals or in groups, are hiring; setting pay and benefits; promotion; grading; selection for training; and retrenchment.

What is sexual harassment?

By sexual harassment we refer to any unwanted or unsolicited behaviour or remarks based on a person's sex or gender, perceived to be unpleasant, threatening, offensive or demeaning to the dignity and self-esteem of the recipient or subject. We see such behaviour as also damaging to the offender.

TSSP's harassment and bullying policy is already operational and provides additional information and steps to be taken in the event of disciplinary action.

Commitment

TSSP will seek to eliminate discrimination and promote gender equality by:

- Reviewing and revising employment practices and procedures to ensure fairness.
- Promoting a working culture founded on respect for men and women.
- Establishing a management system grounded in principles of equity, accountability and transparency.
- Maintaining clear and open communication channels between staff and staff and management.
- Increasing the capacity of our staff to work towards gender equality and women's empowerment.
- Developing, implementing and reviewing a Gender Strategy.

Recruitment

TSSP has a recruitment strategy published on the website. The strategy outlines how decisions about employees, either as individuals or in groups, are made in relation to hiring; setting pay and benefits; promotion; and retrenchment. TSSP will take precautions to avoid sexual discrimination including:

- Conduct a market profile to reveal if TSSP's workforce is representative of the international and national pool of potential applicants in the sector, and provide targets or goals to work towards. This measure responds to a desire for a more diverse staff on TSSP.
- Ensure that all potential candidates, especially those from disadvantaged groups, know about opportunities as they arise, generally by advertising in mass media and on the website.
- Define and communicate clear, non-discriminatory criteria for any decisions made, for instance, about promotions or appointments.
- Give reasons for decisions using the stated criteria.
- Feedback will be provided to national staff at the end of their probationary periods in the case that their contracts will not be extended.
- Establish mechanisms for reporting incidents or appealing decisions to management or to representative committees.
- Identify ways of attracting and retaining women to work on the Program.

Rights at work

TSSP recognises it is a right for men and women to enjoy equal opportunities and benefits at work relating to training, leave, promotion and remuneration.

TSSP will:

- Ensure that training opportunities are equally enjoyed by men and women.
- Guarantee that any promotions are based on merit and capacity to do a job not a person's sex.
- Offer equal pay and benefits for equal work, regardless of sex.
- Make certain that leave entitlements are the same for men and women.

TSSP is also cognizant that women who are mothers enjoy particular rights at work. TSSP will:

- Consider introducing flexible working conditions and employment options where possible and feasible
- Ensure that women who are breastfeeding enjoy flexible work arrangements, within reason. For example breastfeeding mothers may take an extra 30 minutes for lunch during the first 3 months after returning to work.
- Excuse women who are breastfeeding from non-essential work related travel.
- Ensure that maternity leave entitlements outlined in employment contracts are upheld.
- Ensure that there are adequate facilities at the TSSP office for women who are breastfeeding.

Culture at work

TSSP recognises that the culture of the workplace can have an enormous impact on gender equality and women's empowerment. TSSP will:

- Recognise that family responsibilities and "care" commitments apply to both women and men.
- Minimise barriers to women's attendance at, and participation in, after-hours work related events. For example, ensure that transport is provided or invite husbands or other family members to events.
- Promote a working environment which respects men and women, regardless of their age, nationality, sexual orientation or background.
- Provide information to all staff on gender equality, violence against women and gender and HIV&AIDS.

Security at work

TSSP will take reasonable steps to make certain that the workplace is safe for men and women. Specifically, TSSP will:

- Ensure that all staff are briefed on security issues facing men and women.
- Deploy security guards at the office whenever staff are present.
- Make sure that there is adequate lighting in the corridors at evening events.
- Pledge that staff, particularly women, have the option to be escorted to their vehicles after hours.
- Identify and take steps to minimising any security risks that women may face on their way to and from work. For example, car pooling.

Management

TSSP's management team is committed to working towards gender equality and women's empowerment. TSSP's management is prepared to take the lead in this area by taking the following steps:

- Ensure that workloads expectations are realistic for men and women.
- Provide opportunities for consultation and discussions between staff and management.
- Present information to staff on the ways in which TSSP is contributing to gender equality and women's empowerment.

Contractors & Procurement

When TSSP procures goods or services from external suppliers we consider whether the procurement could affect our goal to eliminate discrimination and harassment and promote equality of opportunity between girls and boys, men and women.

Contractors are expected to:

- Employ both men and women, and never children.
- Brief staff on gender equality and women's empowerment issues relevant to their work.
- Provide staff with information on gender equality issues.
- Promote gender equality and the empowerment of women.

Consultation

This policy has been drawn up in consultation with management, staff and members of our local community. These consultations have contributed to developing the awareness among management and staff of the ongoing need to eliminate unlawful sexual discrimination and harassment and to promote gender equality.

Copies of this policy are available in the office or on our website.

Breaches of the Policy

We understand that eliminating gender discrimination and harassment and promoting gender equality is in part an education function and a matter of cultural change. Where possible, breaches of the policy will be dealt with in a manner appropriate to the level of the breach, and with the intention of bringing about the relevant changes. More serious breaches of this policy will be dealt with in accordance with our agency's anti-bullying and harassment procedures, and the disciplinary procedures for staff.

We will continue, as outlined in our strategy, to develop awareness of what constitutes unlawful gender discrimination and harassment, and of the need to eliminate this and to promote gender equality.

Signed:

Date:

Senior Members of Staff Responsible _____

- First report to staff: February 2009
- Gender Equity and Anti-discrimination Policy review date: December 2009
- Gender Equality Action Plan is attached to policy.

Annex 4. Draft TOR for Gender Consultant

Duration: Twelve months in total comprising:

2009: 4 months

2010: 4 months

2011: 4 months

N.B Inputs will be structured around program planning and reporting schedules.

Location: Port Moresby, PNG.

Reports to: Program Manager, TSSP

Responsibilities: The Consultant will work with the Program Manager, Program personnel and selected Government of Papua New Guinea (GoPNG) agencies, non-government organisations and other relevant groups to implement, review, revise and monitor the Strategy.

The Consultant will :

- Take a consultative and leading role to ensure that gender equality is fully integrated into all aspects of Program planning and implementation; and fully compliant with AusAID's overarching policies/strategies and frameworks.
- Be cognizant that the TSSP Office is committed to adopting good practice within its own office in addition to the required objectives and outputs required under agreements with AusAID.
- Support primary partner agencies to mainstream gender equality considerations into their organisations through the provision of tools and mentoring.

Essential Experience and Qualification Tertiary qualifications and/or equivalent significant and relevant experience in gender and development policy and practice; and human resource development and management.

Demonstrated experience in a professional role in which gender awareness, analysis and mainstreaming strategies and techniques have been designed, implemented, monitored and evaluated.

Demonstrated experience working in institutional strengthening and capacity building environments.

Demonstrated understanding of the relationship between gender and HIV/AIDS; as well as their importance as stand-alone issues.

Experience applying gender analysis within a broader social and economic analysis and evaluation context.

In-depth Gender experience in PNG and/or other countries classified as developing countries.

Demonstrated experience working collaboratively with a range of government and non-government agencies on gender related policies, strategies, practices and issues.

Deep understanding of AusAID Gender and HIV/AIDS policies, strategies, frameworks and their relationship to monitoring and evaluation.

Experience preparing complex and inter-related reports and strategies to the standards required by AusAID, and/or similar donor agencies.

Excellent presentation and communication skills.

Experience presenting training sessions and workshops.

Cultural sensitivity and awareness.

The ability to work productively as a team member and contribute to an harmonious team environment

High standards of integrity, professionalism and accountability and the ability to uphold the credibility of TSSP.

Competence in Microsoft Office programs including word and excel.

Indicative Duties

- Support with the development and collection of sex disaggregated data.
- Support with the facilitation of gender analysis.
- Assist with the development and revision of policy.
- Develop tools for monitoring the gender equality strategy, ensuring compliance to gender- sensitivity outlined in the operational manuals in programming, contracting, reporting, etc.
- Develop tools for monitoring the gender equality.
- Development/tailoring of sector specific training.
- Provision of Gender Equality Training to advisers and counterpart agencies: All advisers and counterpart agencies should receive basic training in gender equality to ensure that they can incorporate principles of gender equality into their work.

- Ensure that monitoring and evaluation indicators are gender specific.
- Ongoing monitoring and evaluation of gender mainstreaming efforts, ensure impact on women and men is well elaborated.
- Reporting on the implementation of Strategy
- Joint responsibility for the successful implementation of the TSSP Strategy

If required, attending meetings with the PM to present information on the proposed strategies, plans and frameworks to AusAID.

Providing timely preparation of quality Program reports and/or provide contributions as requested.

Ensuring Program Director and Program Manager are fully informed of any issues that may potentially affect the Program.

Perform other duties as directed by the Program Manager and/or Program Director.

Annex 5. Model Tools

Tool: Template for Gender Equity and Anti-discrimination policy

The document¹⁵ can be used as follows:

- The highlighted sections are general advice about the kind of thing which needs to be included under each heading. Some of this text can be used as it stands or with adjustment, *or* bullet-points of potential items to consider under this heading.
- The plain text sections contain statements which are probably generic and could be adopted by most organisations.

<insert agency name> Gender Equity and Anti-discrimination Policy

Introduction

What is your agency mandate: goal, visions, mission?
What is the legislative context? (reasons why you need/want a gender policy? (For some this could be the absence of national legislation OR it may be because there is national legislation which makes it a requirement)
What is the social context? (reasons why you need/want a gender policy?)

We are committed to ensuring equality of opportunity for staff and those men and women, boys and girls receiving services from the Program. The achievement of all staff will be monitored on the basis of working towards gender equality and we will use this data to raise standards and ensure better service delivery.

We will aim to provide staff with the foundation necessary to fulfil their potential, regardless of gender or stereotypes. We will seek to eliminate unlawful discrimination against staff by adhering to our duties as an employer under <insert country or specific laws> legislation. At <insert agency>, we believe that diversity is a strength, which should be respected and celebrated.

This policy outlines how we will promote gender equality and sets out our priority areas.

Statement of principle

We will actively seek to:

- Eliminate unlawful sexual discrimination
- Eliminate sexual harassment
- Promote gender equality and women's empowerment

By unlawful sexual discrimination we mean treating one person less favourably than another on grounds of sex or gender. We understand that this could be done directly but that it could also occur indirectly. Indirect discrimination means that a particular policy or practice may impact more negatively on one gender than on the other, or may favour one gender to the disadvantage of the other.

¹⁵ This template has been adapted from one used by education institutions in the United Kingdom. It was chosen because of its simplicity and adaptability.

<insert agency>, understands that discrimination in employment becomes possible when employers make decisions about employees' careers. Key points for decisions about employees, either as individuals or in groups, are hiring; setting pay and benefits; promotion; grading; selection for training; and retrenchment.

By sexual harassment we refer to any unwanted or unsolicited behaviour or remarks based on a person's sex or gender, perceived to be unpleasant, threatening, offensive or demeaning to the dignity and self-esteem of the recipient or subject. We see such behaviour as also damaging to the perpetrator.

<insert agency>, understands 'sex' to refer to the **biological** differences between males and females and 'gender' to refer to the wider **social** roles and responsibilities which structure our lives. By promoting gender equality our intention is to recognize and help overcome those lasting and embedded patterns of advantage and disadvantage which are based on socially ascribed gender stereotypes and assumptions.

<insert agency>, understands that in some circumstances it may be appropriate to treat girls and boys, and women and men differently, if that action is aimed at overcoming previous, current or possible future disadvantage.

<insert agency>, will take steps to counteract the effects of any past discrimination in staff recruitment. Where we are uncertain whether there is a genuine occupational requirement for preference to be given to the employment of someone of a particular gender we will seek specialist advice.

<insert agency>, understands that each part of the statement is different, but that they should support one another. However, we are aware that achieving success in one area may not lead to achieving all. The weight we give to gender equality will be proportionate to its relevance to a particular function. The greater the relevance of a function to gender equality, the greater regard we will pay to it.

Scope

This policy applies to all staff, regardless whether they are part-time or full-time, short and long term. Staff should adhere to the policy at all times whether they are working at the <insert agency> office, or in the field.

Commitment

<insert agency>, will seek to eliminate discrimination and promote gender equality by:

- ❖ Consulting staff and local community groups to help determine our gender equality objectives.
- ❖ Gathering and using information on how our agency policies and practices affect gender equality – both in our workforce and in delivering services (considering the need to include objectives to address the cause of any gender pay gap).
- ❖ Assessing the impact of our current and proposed policies and practices on gender equality and publish the impact assessments in reports or on the intranet.
- ❖ Producing a Gender Action Plan identifying our gender equality goals and actions to meet them, in consultation with our stakeholders.
- ❖ Setting a timetable for and implement as soon as reasonably possible (usually within three years) the actions we have identified.
- ❖ Monitoring and reviewing our progress, reporting on our progress annually.
- ❖ Reviewing and revising this plan every three years.

Bullying and harassment

Refer to agency or national government harassment or bullying policy here - ensure latter is clear in how discrimination, bullying, harassment of all children, young people and adults will be dealt with, regardless of gender.

- What does the agency do to tackle sexist stereotyping, sexist and sexual forms of harassment, attitudes towards gender-based violence?
- Does the agency have a separate bullying and harassment policy?
- What does the agency do to improve social relationships between men and women - can this be monitored? - how can you show improvements? Do you do anything to actively encourage men and women respect each other as equals and to challenge sexist behaviours and language, which can potentially legitimise and encourage violence against women and girls.
- What reporting procedures do you have for incidents?

Recruitment

Consider the following when looking at your employment policies:

- How representative is your staff of the broader community?
- Is there a gender imbalance within certain roles or levels? Investigate the reasons for this. What support can you give to decrease the gender split? For example, is the role itself biased towards one gender? Look also at recruitment of roles, flexible working options etc. Could you be limiting the career of staff by not looking at options such as job sharing and flexible working?
- What does the monitoring of the promotion and training opportunities available to male in comparison to female staff tell you?

Rights at work

- Are there any equal pay issues. Although you do not set your own pay systems, you should consider the risk of discrimination where you have the discretion to make pay decisions eg allowances, maternity leave, long service leave or retirement.
- Consider: leave provisions, maternity leave, holidays, carers leave, adoption leave, family leave.
- Consider: policies regarding work travel.
- Policies regarding training, workshops and staff development

Culture at work

- Is there a positive working culture for pregnant staff and those with family responsibilities? Consider your return to work rates after maternity leave which will give a good indication of how well you are managing pregnancy. What could be done to improve it?

Have you identified any barriers: physical, curriculum, information/communication etc (perceived or real) which impact on one gender group more than another? What do you have in place to address these? For example:

- Do the timings and facilities available take into account any potential barriers to attendance?
- Do you encourage men to take an active role in home responsibilities?
- Are events at the workplace accessible to both men and women - eg timings of events, childcare/crèche facilities etc?

Security at work

- Does the office have security personnel working at all times when staff are present?
- Is there adequate lighting in the car park/corridors at evening events? ie for reasons of personal safety, is there adequate security?
- Does the workplace follow standards on workplace safety?
- Is the workplace secure?
- Are men or women likely to experience any security issues on the way to and from work?
- Have any steps been taken to reduce the risks facing men and women?

Management

- Is the management team accessible to both men and women eg timing of meetings, workload expectations?
- Are there clear links between staff and management?
- How do you ensure people are aware of how management contributes to gender equality?
- Does management include both men and women?

- Is one particular gender group under-represented?

Contractors & Procurement

When we procure goods or services from external suppliers we consider whether the procurement could affect our duty to eliminate discrimination and harassment and promote equality of opportunity between girls and boys, men and women. Our contracts include conditions requiring our contractors to comply with the <INCLUDE reference to relevant policies here> and to secure similar compliance by any sub-contractors.

- Are contractors employing both men and women?
- Is there training available to contracted staff on gender equality awareness?
- Are they aware of gender issues, including harassment and bullying particularly if in contact with staff? (consider - Do staff encourage gender stereotyping eg phrases such as "well boys are messy", or "boys will be boys", "girls are meant to be better behaved than boys" etc).
- Do they promote gender equality?

Consultation

This policy has been drawn up in consultation with management, staff and members of our local community. These consultations have contributed to developing the awareness among management and staff of the ongoing need to eliminate unlawful sexual discrimination and harassment and to promote gender equality.

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Signed:

Date:

Senior Members of Staff Responsible _____

- First report to staff: February 2009
- Gender Equity and Anti-discrimination Policy review date: December 2009
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Tool: Guidelines for developing a Gender Action Plan

Identifying Gender Equality Issues and Objectives

In order to identify and understand the major gender equality issues and objectives in our agency we have gathered evidence on the profile of the staff and clients and relevant gender information for Papua New Guinea.

- Include statistical information, such as:
- Population of your agency,
- separate sexes for numbers of staff,
- information you have on service users,
- information on the level and roles of men and women at work,
- working patterns of male and female's staff
- Compare this information to national statistics or other public sector statistics.

You should look to adapt your existing methods for gathering further information on gender equality issues and consider how these can be adapted to meet the requirements of the gender equality duty. Each agency will experience different gender equality issues so the method in which you collect, investigate and analyse data will differ across agencies. Any feedback from the Equality Impact Assessments detailed below will also form part of the action plan and identify any equality issues and objectives for your agency.

Equality Impact Assessments

Outline arrangements for assessing the impact of policies, procedures, functions and practices of the agency on gender equality and improving these when necessary.

How will you assess the impact of your new and existing policies on males and females - consider tokenism and omission?

- Do we help all of our staff to achieve as much as they can, and get the most from what is on offer, based on their individual needs?
- Which groups of staff are not achieving as much as they can? Why not?
- How do we explain any differences? Are the explanations justified?
- Does each relevant policy include aims to deal with differences between male and female staff? Do our policy aims lead to action to deal with differences that have been identified (for example, extra training or staff development for women or clarifying the steps to prevent bullying)?
- What are we doing to raise standards and promote equality of opportunity for staff who seem to be non-performing or who may need extra support?
- Can any action we take be traced back to individual policy aims and related targets and strategies?
- Is the action taken appropriate and effective? Are there any unexpected results? If so how are they being handled?
- Does each relevant policy include aims to promote equality and harmony, prevent or challenge discrimination?
- Does each relevant policy's aims lead to effective action?

What changes does the agency need to make to relevant policies, their aims and any related targets and strategies?

To answer these questions we will consider the following:

- Collecting and analysing relevant monitoring and other data
- Talking to staff to find out their needs and opinions
- Carrying out surveys or special research

We will use the results of these assessments to:

- Re-think our equality aims, targets and strategies
- Influence and guide our planning and decision making

Information, Performance and Evidence

This falls into four broad areas:

- What information are you going to collect?
- How are you going to collect it?
- How are you going to analyse it?
- What are you going to do once you've analysed it?

Outline the arrangements the agency has in place for gathering information about performance of the agency on gender equality under the following headings - please add more if you think they are appropriate. How will you monitor and act on these?

Consider how the agency's policies, the mandate, meetings and work arrangements take account of the different needs and preferences of men and women.

Reviewing/Monitoring

Provide details of how the agency is going to use the information gathered, in particular reviewing the effectiveness of its 3-year action plan and preparing the subsequent Scheme. Outline how it will self-evaluate the effectiveness of this Scheme.

- Describe how men and women are being consulted in the production, setting targets and monitoring of this Scheme.
- What action is being taken and by when, how will the agency know when it has achieved its objectives?

Tool: Template for a Gender Action Plan

ASPECT OF THE DUTY	ISSUE BEING ADDRESSED	ACTION TO BE TAKEN	HOW WILL THE IMPACT OF THE ACTION BE MONITORED?	HOW OFTEN WILL MONITORING TAKE PLACE?	WHO WILL BE RESPONSIBLE FOR IMPLEMENTING THE ACTION?	START DATE	COMPLETION DATE
DATE:							
EXAMPLE	There are more men than women attending training workshops	Investigate the underlying causes of why men attend training more than women. Conduct an audit of training participation to identify why men not women are attending training. Include a quota to increase women's participation in training workshops.	Assess whether there has been an increase in the participation of women in training.	Monitoring will take place monthly. Analysis report to be produced quarterly.	HR manager		
Eliminate discrimination and harassment in our workforce.	Lack of women in senior roles	Use information already gathered about the workforce to look at the recruitment and retention strategy for the agency. Review flexible working policy and need for further embedding and implementation within agency.	Monitor gender imbalance across the workforce and record numbers and deployment of males/females across roles and levels.	Monitoring will take place quarterly and a report will be produced.	Senior management / Unit head		On going

Annex 6. List of people consulted during the development of the TSSP gender strategy

1. Ms. Susan Novak, Social Development Consultant, Asian Development Bank
2. Mr. Stanley M Tavul, Business Development Manager, PNG Ports Corporation Ltd
3. Mr. Mike O Pangheem, Assistant HRD Manager – Training, PNG Ports Corporation Ltd
4. Mr. Tom Kildi, Assistant Port Manager, PNG Ports Corporation Ltd
5. Ms. Jennifer Mondia, Community Development Manager, DoT Community Water Transport Project
6. Ms. Lily Tua, National Council of Women
7. Ms. Scholla Kakas, Executive Director, National Council of Women
8. Magdeline Haro, Gender Sensitization Trainer, National Council of Women
9. Ms. Josephine Gena, Consultant, National Maritime Safety Authority
10. Mr. Nelson Lari, A/Deputy Secretary, Department of Transport
11. Mr. Philip Haban, Deputy Secretary, Department of Transport
12. Mr. Kevin Luana, Director (NWS), Department of Transport
13. Mr. Edea Bodibo, FAS (CSSD), Department of Transport
14. Mr. Charles Siniu, FAS (ATR), Department of Transport
15. Mr. William Vate, FAS (ATR), Department of Transport
16. Mr. Huaupe Maihaea FAS (PRD), Department of Transport
17. Mr. Koni Pombo, FAS (PCD), Department of Transport
18. Mr. Thomas Kalinoe (CIA), Department of Transport
19. Mr. David Meehan, SMA, Department of Transport
20. Mr. Anthony Minjihau, PLO, Department of Transport
21. Ms. Tina Sion, A/EO (Secretariat), Department of Transport
22. Ms. Theresa Thavuru, SMTM Minute Taker, Department of Transport
23. Mr. Brad McMahon, Department of Transport
24. Ms. Lucy Pius, Department of Transport

25. Ms. Jacinta Kenewi, Department of Transport
26. Mr. Eric Tom, Department of Transport
27. Mr. Andrew Buna, Assistant Secretary Mechanical Engineering, Department of Works
28. Kepas Misikaram, Acting Assistant Secretary Personnel and Management, Department of Works
29. Mr. Lawrence Fong, Assistant Secretary Policy Planning, Department of Works
30. Ms. Patricia Dear, HR Adviser, Department of Works
31. Ms. Elsie Loth, Project Engineer AusAID Funded Projects, Department of Works
32. Mr. Glenn De Castro, Project Director AusAID Funded Projects, Department of Works
33. Mr. Mark Barrett, RMMS TSSP, Department of Works
34. Mr. Philip Noria, Manager (Employee Services and Welfare), Civil Aviation Authority
35. Mr. Dore Auakai, Head of Change Management, Civil Aviation Authority
36. Ms. Yvonne Hitolo-Gajdusek, Health of AUSFC Regulation, Civil Aviation Authority
37. Murun Wakos, ANSI (ASR), Civil Aviation Authority
38. Ms. Anna Muki, HR Officer, Civil Aviation Authority
39. Mr. John Baro, HR Officer, Civil Aviation Authority
40. Ms. Nancy Sauna, Appraisal Officer, Civil Aviation Authority
41. Ms. Christine Matlam, Secretary/Clerk, Civil Aviation Authority
42. Mr. Timothy Topa, Payroll/Human Resources Officer, Civil Aviation Authority
43. Mr. Jim Bada, Manager (HR) Airports, Civil Aviation Authority
44. Mr. Oso Kurumu, Senior HR Officer, Civil Aviation Authority
45. Ms. Ruby Zarriga, GoPNG Department of National Planning
46. Ms. Lina Abirafeh, Gender Adviser, Sanap Wantaim, AusAID
47. Ms. Susan Ferguson, Gender Adviser, AusAID