



GENDER EQUALITY, WOMEN'S EMPOWERMENT AND THE PARIS DECLARATION ON AID EFFECTIVENESS: ISSUES BRIEF 4

MANAGING FOR GENDER EQUALITY RESULTS IN DONOR AGENCIES

DAC NETWORK ON GENDER EQUALITY · MAY 2009

This Issues Brief outlines strategies to assist donors to manage for gender equality results. It is intended for both programme managers and thematic advisors mainly at headquarters but also in field-based offices.

The Brief is one in a series of publications focusing on gender equality and aid effectiveness prepared by the DAC Network on Gender Equality.¹

INTRODUCTION

The Paris Declaration on Aid Effectiveness, endorsed in March 2005, aims to reform the delivery and management of aid in order to reduce poverty and inequality, increase growth, build capacity and accelerate the achievement of the Millennium Development Goals (MDGs). The Declaration identifies five overarching principles on which donors and partner countries base their development activities: ownership, alignment, harmonisation, mutual accountability and managing for development results (MfDR).

This Issues Brief examines the principle of managing for development results: donors and partners think and act in a way focused on achieving enduring development results and impacts, including by using solid evidence as a basis for policy making.² To manage for results implies working towards, and being accountable for, concrete and measurable development goals to improve all people's lives. What matters is not so much how many schools are built but how many girls and boys are better educated, not how many clinics have been built but whether people's health has improved.³

Managing for development results has emerged as a valuable tool for addressing inequalities and accelerating progress towards achieving the MDGs. Recognising that MDG3 – gender equality and women's empowerment – is essential for reaching all the MDGs, several donor agencies have strengthened their approach to managing for gender equality results.⁴

The strong linkages between development results and gender equality were acknowledged at the Third High Level Forum on Aid Effectiveness (Accra, September 2008). Representatives from donor and developing countries identified increased accountability for results as one of the areas for further action – **including results on gender equality, human rights and environmental sustainability:**

“Gender equality, respect for human rights, and environmental sustainability are cornerstones for achieving enduring impact on the lives and potential of poor women, men, and children. It is vital that all our policies address these issues in a more systematic and coherent way.”

Accra Agenda for Action, paragraph 3.

1. This Issues Brief draws on presentations and discussions at the workshop “Managing, achieving and measuring gender equality and women's empowerment results” (DAC Network on Gender Equality, Paris, July 2008).

To date, other papers in the series on *Gender Equality, Women's Empowerment and the Paris Declaration on Aid Effectiveness* include Issues Brief 1 “Making the Linkages”, Issues Brief 2 “Finding the entry points”, Issues Brief 3 “Innovative Funding for Women's Organisations” and Issues Brief 5 “Managing for Gender Equality Results in Partner Countries”.

2. The Paris Declaration on Aid Effectiveness, paragraphs 43-46.

3. *MfDR Information Sheet*, September 2008, prepared by the Joint Venture on Managing for Development Results.

4. Issues Brief 5 discusses the definition of “gender equality and women's empowerment results” in more detail.

While MfDR is about development outcomes in partner countries, donor agencies themselves need to take a results-based approach, both at headquarters and in field offices. This Brief focuses specifically on donors and how donor agencies can manage for gender equality and women's empowerment results. It is complemented by Issues Brief 5, which addresses how donors and partner countries can work together to achieve gender equality results in partner countries.

Tools to manage for results

The former Joint Venture on Managing for Development Results⁵ identified four features, or tools, to manage for development results:

- Shared goals and strategies: establish “what we wish to achieve”.
- Performance-based budgets: results can only be realised through resources that match the intended results.
- Evidence-based decision-making: make decisions based on statistics and performance monitoring systems.
- Public accountability: ensure accountability between donor and partner governments and domestic accountability of governments to all citizens.⁶

KEY ACTIONS FOR DONORS TO MANAGE FOR GENDER EQUALITY RESULTS

There are many actions that donors can take to achieve gender equality and women's empowerment results in partner countries – some of which are specific to a results-based approach and others that apply to all efforts to achieve gender equality and women's empowerment:

DONOR ACTIONS THAT ARE SPECIFIC TO AN MFDR APPROACH

These six actions specific to a results-based approach each correspond to the donor agency examples presented in the following section.

1. Establish the internal procedures, rules and regulations needed for results management within the agency through targeted organisational and human resource development. Strengthening results management requires political leadership and commitment to results over a prolonged period of time.⁷
2. Ensure that long-term development results such as gender equality do not get squeezed out in efforts to identify tangible results in other areas that can be achieved quickly.
3. Incorporate gender equality and women's empowerment indicators into agencies' results frameworks – make use of existing gender indicators.
4. Take care when deciding what results to measure – some of the most important gender equality and women's empowerment results are difficult to quantify.
5. Link the development budget to the gender equality results that the institution wishes to achieve and use multi-year pledges. Multi-year pledges ensure that partner countries can count on support for gender equality over the long term.
6. Be prepared as donors to feature as contributors to gender equality results. It is neither possible nor appropriate to attribute development results to one specific donor's efforts – or to development assistance exclusively. One approach to satisfy donor agencies' own accountability or audit requirements is to record the chain of actions leading to the achievement of gender equitable results.

5. The Joint Venture on Managing for Development Results was one of the sub-groups of the OECD DAC-hosted Working Party on Aid Effectiveness. The Working Party is since 2009 arranged into clusters, one of which focuses on MfDR.

6. *Managing for Development Results*, OECD Policy Brief, March 2009.

7. Wood, B., Kabell, D., Sagasti, F., Muwanga, N. (2008), *Evaluation of the Implementation of the Paris Declaration, Phase One, Synthesis Report*, Copenhagen.

DONOR ACTIONS THAT APPLY TO ALL EFFORTS TO ACHIEVE GENDER EQUALITY AND WOMEN'S EMPOWERMENT, INCLUDING FOR RESULTS-BASED APPROACHES

- Ensure that the agency has the necessary institutional practices in place to address gender inequalities through development co-operation. This includes leadership and high-level support for the issue (for example, gender equality and women's empowerment addressed in the agency's overall strategic framework), clear policies and strategies on gender equality, and the resources (both human and financial) needed to implement these strategies.⁸
- Create incentives for staff – to address gender equality in all activities could, for example, be part of staff's performance objectives and be one of the factors determining the level of performance pay.
- Develop human resource management policies designed to promote equal employment opportunities. This could include the objective of a gender balance at all levels of staff – including at the management level.
- Ensure that information about gender equality and women's empowerment is disseminated and shared in appropriate formats to help influence development policies and budgets, in all areas.
- Report the aid disbursed which is focused on achieving gender equality and women's empowerment by using the DAC gender equality policy marker.

The DAC gender equality policy marker

This tool enables donors to measure bilateral aid allocated by sector to activities which are intended to “advance gender equality and women's empowerment or reduce discrimination and inequalities based on sex”. Seventeen out of the 23 DAC member countries reported on the gender equality policy marker for aid disbursed in 2006-2007.⁹

8. See also *Gender Equality and Aid Delivery: What has Changed in Development Co-operation Agencies since 1999?* (2007) and the Tip Sheet on “Effective Strategies for Promoting Gender Equality” (2004), both by the DAC Network on Gender Equality.

9. See “Aid in support of gender equality and women's empowerment 2006-2007”, OECD, May 2009.

GOOD EXAMPLES FROM DONOR AGENCIES

Several donor agencies are already using results-based approaches to gender equality and women's empowerment. Some of these strategies could provide ideas or be replicated by other donors.

CANADA: WORKING WITH PARTNER INSTITUTIONS IS AN EFFECTIVE STRATEGY

Action 1: “Establish the internal procedures, rules and regulations needed for results management within the agency, through targeted organisational and human resource development. Strengthening results management requires political leadership and commitment to results over a prolonged period of time.”

The Canadian International Development Agency (CIDA) has long-standing commitments to gender equality and to results-based management. In 2005, Canada was the first OECD member to produce a performance assessment framework for gender equality in its aid programme, *i.e.* CIDA's *Framework for Assessing Gender Equality Results*.

Thanks to the *Framework*, a shift has occurred among both staff and management – from referring to CIDA's gender equality policy *objectives* to instead examining the corporate gender equality *results*. Using the *Framework* has also revealed how CIDA staff around the world may have different definitions of what counts as a gender equality result. The *Framework* examines to what extent CIDA's development results reflect policy commitment to gender equality. There are two tools:

1. The first tool measures the results of CIDA's own projects and programme against three policy objectives: i) women as decision-makers, ii) the human rights of women and girls, and iii) reducing gender inequalities in access to and control over development resources and benefits.
2. The *Framework's* second tool assesses to what extent institutions receiving core funding from CIDA are in a position to contribute to gender equality results. CIDA assesses these institutions against six criteria, with the heaviest weighting given to the results they deliver. Other criteria include institutional commitment and gender balance. An overall institutional rating is assigned based on a desk review, followed by a mission to validate the findings and engage in policy dialogue with the partner institution. Policy dialogue is conducted with working and senior level staff and enables a shared understanding of the institution's strengths and weaknesses, and opportunities for CIDA support.¹⁰

CIDA's gender equality institutional assessments have proven to be extremely strategic. Although direct attribution to these assessments is difficult, CIDA has observed that gender equality issues, specialists and units gain greater visibility and profile within partner institutions through the assessment process. Achieving a shared understanding with the partner has generated ownership within the assessed institution.

In addition, the institutional assessments have strengthened the consistency of Canada's messaging and championing of gender equality on the Executive Boards of multilateral institutions and provided a baseline against which to analyse institutional performance and progress. They have enabled CIDA to engage with other bilateral donors on how to advance gender equality very concretely in assessed institutions.

While CIDA continues to evolve its thinking and practice in using its *Framework for Assessing Gender Equality Results*, the lesson to date is that measurement and assessment are key to achieving gender equality results.

See also: www.acdi-cida.gc.ca/equality

10. For further information on the methodology and criteria see CIDA's *Framework for Assessing Gender Equality Results*.

Action 2: *“Ensure that long-term development results such as gender equality do not get squeezed out in efforts to identify tangible results in other areas that can be achieved quickly.”*

The Asian Development Bank (ADB) is making efforts to address gender equality and women’s empowerment comprehensively at all levels – from initiatives at the institutional and strategic levels down to projects – in order to achieve results.

The Bank’s 2008 strategic framework, Strategy 2020, identifies gender equality as one of the five drivers of change for achieving development impact. It sets out to deliver tangible gender equality outcomes, such as improved access for women and men to education and health services, clean water, better sanitation, and basic infrastructure. The framework for monitoring the strategic framework includes gender equality indicators:

- 40% of all ADB’s loans should be for projects designed to specifically target women and correct gender imbalances, and
- 50% of loans/grants from the Asian Development Fund (ADF) should be for projects designed to specifically target women and correct gender imbalances.¹¹

A recent review of implementation of the ADB’s Policy on Gender and Development acknowledges that the Bank needs to strengthened its institutional focus on the integration of gender equality into its operations.

The ADB has adopted a number of mechanisms to ensure implementation of its policy commitments on gender equality, including the development of project-specific gender action plans. Assessments have been carried out of a number of loans (in Bangladesh, Cambodia, Nepal and Pakistan) to examine whether these project-specific plans have helped improve development results for women.

The assessments showed that projects that fully implemented their gender action plans had more comprehensive results for women than projects that did not implement, or did not have, such plans. The plans also helped project implementers to identify strategic entry points and realistic targets for women’s participation.

For example, in Bangladesh, Nepal and Pakistan, traditional views prohibited or undermined women’s interaction in public spaces and decision making, and their access to productive resources, education, and training. This situation made it difficult for women to participate in and benefit from loans. The ADB’s rural development projects, through their specific gender action plans, identified strategies to address these constraints. Solutions included the establishment of women’s groups to ensure that women accessed training, technical service, and financial support for new livelihood options. The motivation and solidarity provided by these women’s groups enabled individual women to challenge the attitudes of family members, particularly husbands, who were initially opposed to women taking on new roles and developing new skills.

11. The Asian Development Fund offers grants and loans at very low interest rates to help reduce poverty in ADB’s poorest borrowing countries.

ADB's check-list for developing effective project-specific gender action plans

Gender strategies and action plans are most effective at delivering results when they incorporate a number of good practice elements. No single element by itself is a formula for success. Good practices include:

Undertake quality social and gender analyses.

- Identify constraints to women and men participating and benefiting.
- Develop strategies for each loan component to ensure that women and men participate and benefit.

Re-visit gender design strategies at inception to develop a detailed gender action plan.

- Action plans are an essential road map for project implementation.
- Action plans need to be tested and reviewed early in implementation.
- Detailed activities, targets, resources, and responsibilities for implementation need to be identified.

Action plans must be fully owned and understood by the executing agency.

- Use a participatory and flexible approach to develop the action plan.
- A strong rationale that is directly linked to overall project objectives is needed for targeting and working with women.

Identify realistic targets linked to loan objectives.

- Targets and strategies should enable step-by-step progress bringing incremental changes and challenging culture without threatening it.
- Linking targets to loan objectives helps all stakeholders to understand the rationale for focusing on women.
- Targets facilitate monitoring of participation and benefits.

Include gender capacity building in the action plan.

- Both formal training and ongoing support and mentoring are needed for developing skills, ownership, and commitment.

Provide adequate skills and resources for action plan implementation.

- Long-term gender specialists in the executing agency/project team and adequate resources have ensured that the plans are implemented.
- Nongovernment organisations contracted to implement project activities should have a demonstrated gender capacity.

Monitor and follow up gender-related targets and activities.

- Systematic follow-up is needed to ensure that policy reforms and gender action plans are implemented

Routine monitoring and reporting promotes good results.

- Gender sensitive indicators and gender-related risks must be included in project logical frameworks.

Use tranche release conditions and loan covenants.

- Conditions on the release of funds have helped to achieve positive gender equality policy reforms in governance policy loans.
- Implementation of action plans/strategies should be included as a major loan covenant in addition to specific elements of action plans such as activities and targets for women's participation and access to project resources.
- Loan covenants increase the likelihood that executing agencies, project teams, and ADB will monitor the implementation of the action plan and gender-related results.

See also: www.adb.org/gender

Action 3: “Incorporate gender equality and women’s empowerment indicators into agencies’ results frameworks – make use of existing gender indicators.”

AusAID has attempted to address the various challenges to managing and measuring gender equality results by using context-specific gender equality indicators, rather than indicators that apply to the entire aid programme. Sample outcomes and results were identified for certain sectors, each linked to one of four dimensions of equality: access, decision making, women’s rights and capacity building.

These gender equality results were measured through the respective sector-specific activity and strategy frameworks, with programme managers themselves responsible for measuring gender equality results in their area. The linkages to international commitments such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) should be clearly established.

Sample results for infrastructure

ACCESS	<ul style="list-style-type: none"> - Improved access by women and men to markets, transport, water, shelter, communications and electricity - Reduction in women’s time-burdens and security and safety risks when accessing services - Equitable access by women and men to skills training needed for the management and maintenance of infrastructure
DECISION MAKING	<ul style="list-style-type: none"> - Women participate equitably in decision making about the location and type of infrastructure investments and their management and maintenance
WOMEN’S RIGHTS	<ul style="list-style-type: none"> - Women’s and men’s rights are protected in the development and implementation of infrastructure – in relation to displacement, compensation, equal access to employment during infrastructure construction and maintenance, and equal pay
GENDER CAPACITY BUILDING	<ul style="list-style-type: none"> - Strengthen partner capacity to consult with female and male stakeholders on their infrastructure priorities - Strengthen partner capacity to ensure that women and men benefit equitably from infrastructure investments

A 2008 performance report¹² examined progress in meeting AusAID’s commitments to gender equality since 2006. The report showed a high degree of consistency between the level of integration of gender equality at the design stage and the achievement of gender equality results. It also noted that support to women’s organisations works best when long-term core funding is provided. Results appear to be less sustainable when funding is provided for limited periods to support specific activities.

The report also concluded that, at the programme level, gender equality but also broader development results are stronger when initiatives have sound and explicit gender analysis. Consistency was observed between the integration of gender equality at the design stage and the overall performance of the programme.

See also: www.ausaid.gov.au

12. AusAID, *Gender equality: annual thematic performance report 2006-07*, February 2008.

Action 4: *“Take care when deciding what results to measure – some of the most important gender equality and women’s empowerment results are difficult to quantify.”*

Measuring progress on policy can provide room for reflection on gender equality results

The UK Department for International Development’s (DFID) Gender Equality Action Plan for 2007-2010 aims to bring about comprehensive and lasting change in how DFID addresses gender equality issues across all areas of work. The objectives of the Action Plan are to:

- Develop better evidence about the impact of gender equality and women’s empowerment issues; then use this evidence to achieve development goals and secure human rights (results).
- Use human, financial and policy resources more effectively in support of gender equality and women’s empowerment.
- Build partnerships that will make a significant national and international contribution to gender equality and women’s empowerment.
- Build sufficient commitment, competence and capacity to have the biggest impact on gender equality and women’s empowerment in the shortest amount of time (building for the future).

The first progress report on the implementation of the Action Plan, published in July 2008, concludes that the Plan is making a difference in raising the profile and performance on gender equality. DFID staff are taking gender equality and women’s empowerment more seriously and there is evidence of strengthened analysis. The progress report also recognises, however, that “the challenge is huge and we are not yet where we want to be”.

In addition, a gender equality indicator has been incorporated into DFID’s high-level strategic objectives for the period 2008-11, requiring the organisation to report to the Treasury (Ministry of Finance) on progress made on “increased access by women and girls to economic opportunities, public services and decision-making”. This will support the promotion of a more institutionalised focus on gender equality.

Preparing the Action Plan’s progress report provided an opportunity for staff to reflect upon the challenges of measuring gender equality and women’s empowerment results. The process raised questions for further focus and work, including:

- How to quantify and measure women’s empowerment.
- How to ensure that the wide range of gender-related activities identified in the progress report contributes to progress against the high-level objectives and adds up to long-term results in terms of women’s empowerment.
- How to bring about sustainable cultural change in the organisation’s approach to tackling gender inequalities.
- How to attribute results on gender equality to individual agencies in the context of increased harmonisation of development activities.

Raising staff awareness

The “Think women!” campaign was launched in DFID in June 2008 to generate discussion and increase knowledge within the organisation of the importance of gender equality and women’s empowerment to development outcomes.

The first phase of the campaign aimed to raise the profile of the issue and its importance to DFID’s objectives. This was done through posters, seminars and information on DFID’s intranet, as well as ad hoc events such as one where staff were invited to carry water-buckets on their heads in order to direct attention to women’s often heavy work-load in developing countries. The second phase of the campaign, launched in October 2008, focused on how DFID staff are expected to work towards gender equality. A new gender manual was prepared and distributed to all staff, and in-depth seminars organised on gender equality and the organisation’s different areas of activity (for example, a seminar discussed the lack of sex-disaggregated data). In addition, senior staff were asked to draft articles for the organisation’s intranet about how their specific work area relates to gender equality and women’s empowerment.

Whatever their area of work, DFID staff are being asked to systematically pose the questions:

- What does this mean for women and girls?
- Have we counted all men and women?
- Have both men and women been consulted?
- Have we invested equally in women and men?
- Do women and girls have a fair share?

See also: www.dfid.gov.uk

Action 5: “Link the development budget to the gender equality results that the institution aims to achieve – and use multi-year pledges.”

The Action Plan for Women’s Rights and Gender Equality in Development Cooperation (2007-2009)

Norway’s *Action Plan* identifies four thematic priority areas for action:

- women’s political empowerment
- women’s economic empowerment
- sexual and reproductive health and rights
- violence against women

The areas for action are differentiated and adapted to national contexts. The *Action Plan* also acknowledges that the most important factor for achieving good results is the explicit commitment of leadership at both political and administrative levels.

Measuring the development budget

One of the tools for measuring results on gender equality is the development budget itself. The objective is to increase the share of aid allocated to gender equality during the *Action Plan* period. A specific budget item for women’s rights and gender equality has been added, with funds channelled in part through the embassies. The new budget item is in addition to, and does not replace, the greater emphasis on gender equality in Norway’s overall aid budget. Total Official Development Assistance (ODA) to gender equality and women’s empowerment was NOK 4.3 billion in 2007, up from NOK 2.7 billion in 2006. A monitoring report is also being prepared.

Gender equality reviews of embassies

A review of embassies’ portfolios is undertaken by the Norwegian Agency for Development Cooperation (Norad), so that women’s rights and gender equality are brought to the forefront of embassies’ work. Such reviews are based on desk reviews beforehand and one-week visits to the country by a review team. Two reviews were carried out in 2008.

The reviews are tailor-made to the specific country’s needs, capacity and context, but can consist of the following elements:

- Undertake a *screening of parts of the embassy’s portfolio* in order to identify how and to what extent gender equality is taken into consideration at all stages of the programmes, and give advice on how to strengthen the gender equality perspective in the portfolio, focusing on country-specific challenges.
- Undertake a *screening of the women’s rights and gender equality portfolio* in order to assess and give advice on the embassy’s follow-up to the Action Plan and White Paper No 11 (2007-2008), including in terms of alignment and tailoring to country context.
- Identify how Norway can use relevant forums and channels in co-ordination with other donors to promote gender equality and, if needed, give advice including on how the CEDAW and UN Security Council Resolution 1325 can be used to support dialogue and programmes at the national level.
- Organise learning events for staff and identify entry points and methods for cross-fertilisation with issues such as conflict sensitivity, environmental sustainability and other so called “cross cutting” issues.

The lessons learned from the reviews also serve as an important input to the broader work of establishing gender equality as a central element of Norwegian development co-operation. A dedicated web-site is planned, on which all reviews undertaken by Norad will be posted.

The example of the Norwegian Embassy in Uganda

The Norwegian Embassy in Uganda is operationalising the *Action Plan for Women’s Rights and Gender Equality in Development Cooperation* and has scaled up its efforts to strengthen women’s rights and gender equality. The Government of Uganda provides a conducive environment for the Plan to be implemented, and the goals and strategies identified by the Embassy are well aligned with Uganda’s Gender Policy (2007) and National Action Plan on Women (2007), as well as with the Joint Assistance Strategy.

A significant part of the efforts to mainstream gender equality include dialogue with partners and other donors, including at the political level. The *Action Plan’s* four thematic priority areas (see above) provide the basis for targeted approaches by the Embassy: specific budgets are allocated to each of the areas - between NOK 1 million and NOK 6 million per area per year.

See also: www.norad.no and www.mfa.no

Action 6: “Be prepared as donors to feature as contributors to gender equality results. It is neither possible nor appropriate to attribute development results to one specific donor’s efforts – or to development assistance exclusively.”

The Swedish International Development Cooperation Agency (Sida) was reorganised in October 2008, with one of the objectives being to more effectively apply results-based management within the agency. Country strategies, interventions and programmes will be monitored by quality assurance committees, both at headquarters and in field offices. A results matrix, setting out objectives and indicators, has been introduced at the country level. Sida is required to report annually to the government on development results – including on gender equality results.

Gender equality has been one of three thematic priorities for the Swedish government since 2007, with a focus on four areas:

1. women’s political representation,
2. women’s sexual and reproductive health and rights (including HIV/AIDS),
3. women’s security (including UN Security Council Resolution 1325 and gender based violence), and
4. women’s economic empowerment.

Results in each of these focus areas will be reported to the Government at the end of each year. While Sida has long been working in all four areas, efforts are currently focused specifically on security and women’s economic empowerment, as these are new focus areas:

Security/gender based violence: an *Action Plan for Sida’s Work against Gender-Based Violence 2008-2010* has been adopted. The overall objective of the Plan is to “contribute to a reduction of gender-based violence and to promote the rights and the economic and political empowerment of those subject to gender-based violence – mainly women and girls – in partner countries and in humanitarian assistance”. Intermediary objectives of the Plan are to strengthen preventive and legal measures, as well as services and care for victims/survivors of gender-based violence.

Women’s economic empowerment: the focus on women’s economic empowerment is being strengthened both throughout the development co-operation programmes and through specific interventions. Work is under way on a concept paper, four case studies to gather proposals for new work methods (Albania, Macedonia, Kosovo and Ethiopia), and an action plan with monitoring indicators for the implementation of priorities for women’s economic empowerment.

At partner country level, the guiding principles for monitoring and evaluating Sida’s efforts to strengthen gender equality are that:

- Monitoring and follow-up focus on assessing the extent to which Sweden has contributed to results – rather than directly attributing results achieved to Sweden’s development programmes.
- The partner country’s indicators and monitoring systems are used to the extent possible.
- The indicators used are limited and reflect the objectives in an appropriate way.

All of Sweden’s country strategies address gender equality through the four focus areas outlined above. Country strategies are currently being reviewed as a consequence of the decision to limit the number of partner countries to 33 (from 68). This will also imply that gender equality will become more visible as an objective of Swedish development co-operation.

In 2009, Sweden will update its gender policy for Swedish Development co-operation.¹³ Aid and development effectiveness will be one of its points of departure. Sida will also continue work to develop and improve indicators and statistics on gender equality. In an Action Plan for Aid Effectiveness, which will soon be adopted by Sida, a number of specific measures are being considered which integrate gender equality.

See also: www.sida.se

13. See also Sida’s current gender equality policy: *Promoting Gender Equality in Development Cooperation*. Stockholm, 2005

CONCLUSIONS AND WAY FORWARD

Gender equality and women's empowerment results are rarely easy to measure. Progress towards gender equality is also slow and complex, and often includes influencing attitudinal changes. Reflective and innovative approaches are therefore needed.

The case studies presented in this Issues Brief indicate that several agencies are adopting a results focus in their work on gender equality and women's empowerment. Different approaches are being examined and adopted, the effectiveness of which will need to be reviewed. This approach is likely to require a new set of skills and competencies.

At the same time, donor agencies and national governments are working to strengthen their capacity to manage for development results. It will be important to ensure that these capacity development efforts address gender equality and women's empowerment results explicitly. This will require thematic advisors and other gender equality advocates to work closely with colleagues responsible for aid effectiveness processes.

“A society which tolerates inequality is blocking its own social and economic progress. Like in football you will not win if you only play with half of your team.”

Terry Davis, Secretary General of the Council of Europe,
at the UN high-level event on the Millennium Development Goals,
September 2008.

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