

From ambition to results: Delivering on gender equality in donor institutions

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Executive Summary

'Institutionalising gender mainstreaming in any organisation is a challenge, as shown in many evaluations over the years. This does not mean it is not possible, just that it takes a systematic approach and commitment' Norway (2011, p.11)

This study finds unprecedented political and policy commitment from OECD Development Assistance Committee (DAC) donors to accelerating progress towards gender equality, women's empowerment and women's rights. Some DAC members have gone to great lengths to strengthen institution-wide accountability mechanisms for gender equality. Others are exploring innovative approaches to investing in gender equality and women's rights. DAC members have become more active and strategic in their efforts to influence multilateral institutions' performance on gender equality; and have stepped up their engagement in global processes to protect and advance women's rights.

Yet, building the institutional capacity to *deliver* on ambitious policy commitments to gender equality remains an ongoing challenge. This will require that DAC members "up their game" in a number of key areas including: investing in specialist staff, especially at the field level; closing financing gaps; and strengthening partnerships beyond DAC donors.

Key findings

1. Gender equality is a policy priority for all but one DAC member agency, with **24** out of **29** agencies reporting **increased policy focus** on gender equality since 2006.
2. **Senior leadership** on gender equality has been the "**key ingredient**" in raising the visibility of gender equality and women's rights in DAC institutions and ensuring accountability for results.
3. Increasing emphasis on **achieving results** has helped to anchor gender equality within DAC institutions and build momentum for implementing commitments to gender equality and women's rights.
4. Developing indicators and methodologies that are better able to capture **longer-term, more transformational gender equality results** such as those relating to changes in social norms and practices is a priority for many DAC institutions.
5. Numbers of **staff** working on gender equality have **increased overall** in around **half** of DAC institutions since 2006. However, very few institutions have senior gender equality specialists in country offices and **nine** have **no staff** with responsibility for gender equality in **any country offices**.
6. **Incentives** and **accountability** systems to encourage strong performance on gender equality by staff and management are mostly **weak or absent**.
7. Eleven DAC institutions report an **increase in budget** for gender equality since 2006 and just 4 report a decrease. However, **significant gaps remain** between policy priorities and financial commitments in areas such as women's economic empowerment; women, peace and security; women's participation and leadership; and family planning.

8. Funding to **women's organisations** and **national women's machineries** has **increased** since 2006 but remains a very **small percentage** of overall aid to gender equality. No DAC institution was able to provide an example where the relationship with women's ministries was working well.

9. DAC donors are taking a more **strategic and structured approach** to engaging with **multilateral partners** and holding them to account for gender equality outcomes.

10. Building and expanding alliances with a broader set of development allies beyond DAC countries will be important in accelerating progress in the years ahead, including with **partner government ministries** of finance, planning and key sectors; and **non-DAC donors**.

Introduction

‘There is significant focus on gender equality and women’s empowerment. A key challenge will be maintaining momentum in the longer term to ensure a real and sustainable impact’

The former Australian Agency for International Development, response to the 2013 GENDERNET survey

This report highlights effective institutional arrangements and practices by DAC members for achieving gender equality and women’s rights. It is based on a survey of DAC members’ development co-operation ministries, departments and agencies conducted in 2013¹.

The report compares the situation today with that of 2006 when a similar study by the DAC Network on Gender Equality found a surprising level of pessimism in DAC member agencies that had been working on gender equality the longest (OECD, 2007). These findings have since been reiterated by more recent evaluation syntheses on gender equality such as those by the African Development Bank (2012) and the Evaluation Cooperation Group² (2012), which concluded that gender mainstreaming has led to gender equality becoming “everyone’s and no-one’s” responsibility – with inadequate funding and poor accountability structures. There is a growing body of evidence about what does *not* work.

What works?

This report asks a different question: what arrangements and practices *do* work in improving institutional performance on gender equality? It finds that gender equality is a policy priority for almost all DAC members, prominent in institutional policy and results frameworks and often championed at senior levels. This has been an impetus to increase financial commitments and strengthen institutional structures for achieving gender equality and women’s rights. Gender equality advocates in agencies are no longer principally concerned with getting gender equality onto institutional agendas but with how to maintain this level of commitment over the longer term.

However, while improvements have been made overall, these are inconsistent across DAC member agencies. Many still lack the capacity and resources to ensure that political will translates into changes in the lives of women and girls. Significant changes in the institutional arrangements of a number of DAC member agencies since the survey was conducted may also have implications for work on gender equality in the years ahead.

This report highlights examples of good practice and lessons learned to support on-going efforts in donor institutions to close the implementation gap.

¹ At the time of the survey the DAC had 25 members. 23 of the 25 members responded to the GENDERNET survey – 29 DAC member agencies overall (Annex 1). The survey was not addressed to the four countries that joined the DAC in 2013 after the survey had been circulated: The Czech Republic, Poland, The Slovak Republic and Slovenia. The questionnaire was supplemented with telephone interviews with DAC members, multilateral institutions and independent experts (Annex 2); and by a review of evaluation syntheses on gender equality.

² The Evaluation Cooperation Group is dedicated to harmonising evaluation work among multilateral development banks.

1. Institutional commitment and leadership

Key findings

- ✓ Gender equality is a **policy priority** for all but one DAC member agency.
- ✓ **24** out of **29** DAC institutions report **increased policy focus** on gender equality since 2006.
- ✓ The **key ingredient** in increasing commitment to gender equality has been supportive **senior leadership**. Gender equality champions are most effective when they are at the highest levels, supported by gender equality specialists in senior roles.
- ✓ **Millennium Development Goal 3** (MDG 3) on gender equality and women's empowerment played a catalytic role in **mobilising political will** for gender equality and making this a “legitimate” development and institutional goal.
- ✓ The challenge is to **maintain** this level of commitment for the longer-term, including through achieving a dedicated goal on gender equality in the post-2015 framework alongside gender-specific targets and indicators across all the goals of any new framework.

In almost all DAC member institutions, gender equality is higher on the policy agenda than previously, with 24 out of 29 DAC institutions reporting increased policy focus since 2006³. Only a few agencies have made little or no headway. Gender equality is one of three thematic priorities for all of Sweden's development cooperation, bilaterally as well as multilaterally. Three of Australia's ten objectives for development cooperation explicitly address gender equality. In the United Kingdom, gender equality is one of the Department for International Development's (DFID) top three priorities.

Almost all institutions also have their commitment set out in a gender equality policy or strategy – some, such as Portugal, for the first time. For others, policies have been updated to remain fresh and relevant. Survey responses show that, to have an impact, gender equality strategies need to have endorsement from senior management, clear operational implications, and a dedicated budget.

Several factors have coalesced to strengthen political commitment to gender equality. Supportive senior leadership has played a decisive role in a number of institutions. In the Netherlands, commitment by the Minister for Development Cooperation was instrumental in creating the landmark Dutch MDG 3 Fund in 2008 (Box 8). The success of this initiative reinforced political support for gender equality in Dutch society and Parliament. In the United States, alliances between the State Department, the US Agency for International Development and champions at ambassadorial level have proved pivotal in advancing priorities such as the prevention of gender-based violence (Kristiansen, 2013). In Germany, the former Minister for Economic Cooperation and Development made women's empowerment a priority and joined forces with other women ministers to advance this agenda. Having the former President of Ireland and former United Nations High Commissioner for Human Rights, Mary Robinson, as Patron of the Irish Joint Consortium on Gender Based Violence proved a catalyst for improved performance by individual agencies, according to an evaluation (Irish Aid, 2011).

MDG 3 has also been instrumental in mobilising political will for gender equality and making this a recognised development goal. Canada describes MDG 3 as a “critical hook” for keeping gender equality

³ Only one DAC member agency, Japan's International Cooperation Agency (JICA), reported that gender equality and women's empowerment was not a stated policy priority for the Institution.

alive and relevant in development cooperation. For Korea, MDG 3 provided a legitimate reference for pursuing gender equality and women's empowerment. DAC member agencies underline the importance of retaining a dedicated goal on gender equality and the empowerment of women in the post-2015 framework to sustain political buy-in over the years ahead.

Gender equality advisors are taking advantage of current political will to embed gender equality within the core business of their organisations using a range of strategies, including:

- Building up the body of evidence on links between gender equality and development outcomes
- Placing a strong emphasis on gender equality in new periods of business planning
- Increasing recognition that achieving gender equality is a *long-term* process.

What are DAC members' gender equality priorities?

Several important gender equality priorities have risen to prominence in recent years. Almost **half** of DAC members describe **tackling violence against women and girls** as a priority. Particular emphasis is given to addressing sexual violence in conflict, female genital mutilation, and trafficking. *Domestic* violence was less frequently highlighted. Well over half – **17** institutions – prioritise **women, peace and security**.

As part of wider efforts to achieve the MDGs, DAC members continue to place a strong focus on **girls' education**, reported as a priority by **10** institutions. **15** institutions listed health including sexual and reproductive health and rights as a priority. However, **maternal health** was only explicitly mentioned by **three** despite being the most off-track MDG goal in 2013. **Women's economic empowerment** is referred to as a policy priority by **16** institutions – although *spending* commitments in the economic and productive sectors remain low (see section 4). Women's **participation, leadership** and **political empowerment** are a priority for **15** institutions.

Five DAC members – Canada, the European Union, Italy, Ireland and Spain – refer to the fulfilment of **women's human rights** as a priority, underpinned by international human rights frameworks such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). A study by Danida on gender equality suggests that human rights-based approaches are gaining momentum among development cooperation agencies, although translating rights-based language into programming methodology remains a challenge (Kristiansen, 2013).

Less policy attention is being given to gender equality in areas such as **food security**, reported as a priority by just **one** institution, and the **environment and climate change**, prioritised by **three** institutions. Almost **no** institutions describe gender equality in **humanitarian response** as an area of focus although several do have a track record in this area.

An interesting emerging trend is growing interest in gearing funding towards **addressing the underlying causes of gender inequality**. For example, the UK Department for International Development (DFID) has been funding changes in the enabling environment for women and girls through a number of country programmes (Box 1).

Box 1: DFID's Voices for Change programme – improving the enabling environment for girls and women Nigeria

'Working with individuals is a necessary but insufficient component of behaviour change: for these changes to be possible and sustainable, their communities must also change, and these changes must be supported by formal structures' Voices for change, Final Business Case:16

From 2013-2017, DFID is investing £38.7 million to improve the lives of adolescent girls and women in Nigeria. The Voices for Change programme works with adolescent girls and women themselves as well as with those around them to shift discriminatory attitudes and behaviours. It also works in Nigeria at large to create an environment which values and supports girls and women.

Strong emphasis is placed on challenging the underlying social and cultural norms and practices that discriminate against and undervalue girls and women through:

- changing attitudes and behaviours towards women and girls using a range of interventions including community conversations, working with men and boys, theatre, radio, social media and other media campaigns; and
- influencing political and governance processes to address gender equality – for example, by passing bills, generating evidence to support change and increasing the budget for the empowerment of women and girls.

The programme works from the top-down through mass media campaigns at the national level and from the bottom-up through engagement with local “influencers” – from mothers-in-law to football celebrities. It also works with women’s movements and other social movements.

DFID recognises that major shifts in attitudes and behaviours are unlikely to occur within the life of the five-year programme but aims to build the foundations for future social change.

Source: Voices for Change: Improving the Enabling Environment for Adolescent Girls and Women in Nigeria, Final Business Case, March 2013

Mainstreaming gender equality into sectoral strategies

Most institutions use a “twin-track” approach to promoting gender equality, recognising gender equality as a standalone objective and a cross-cutting priority to be mainstreamed across all interventions. All DAC member agencies except one perceive an improvement in mainstreaming gender equality across sectoral strategies since 2006 although most acknowledge that this is not systematic. One institution notes that while strategies do generally refer to gender equality, this is presented in general terms or in connection with women’s vulnerability. It is less common for sectoral strategies to focus on women’s potential *contribution* to development. These findings are supported by a 2012 synthesis of evaluations which looked at 11 thematic gender evaluations by bilateral and multilateral agencies. The synthesis also found widely different interpretations of gender mainstreaming within evaluations and highlighted the challenge this poses for partners (ECG, 2012).

2. Accountability for gender equality results

‘The “results agenda”...represents a significant accountability mechanism to ensure that gender equality does not disappear in the implementation of investments’

The former Canadian International Development Agency, response to the 2013 GENDERNET survey.

Key findings

- ✓ Increasing emphasis on **achieving results** has helped to anchor gender equality within DAC agencies and build momentum for implementing commitments to gender equality and women’s rights.
- ✓ Institutional accountability for gender equality is often strongest when:
 - gender equality indicators are embedded in institutions’ **core reporting frameworks and processes** rather than being part of a separate reporting process
 - it is **mandatory** for *all* divisions and country offices to include gender equality results in their plans and report on these
 - accountability for gender equality results sits ultimately at the **most senior levels** of the organisation
 - gender equality objectives are standard in **performance reviews** of all staff, particularly management
- ✓ Gender advisors welcome the new entry points that the results agenda has created for addressing gender inequality; however, developing indicators and methodologies that are better able to capture **longer-term, more transformational gender equality results** remains a priority for many DAC members.

Policy commitments are ambitious but what about implementation? A key finding of the 2006 survey was that no agency fully matches its own political rhetoric and objectives on gender equality with the required accountability measures to ensure progress (OECD, 2007). Since then, the increased focus on results has provided entry-points for building more robust agency-wide accountability systems for gender equality and women’s rights. Stronger accountability systems have in turn incentivised stronger efforts to set and monitor gender equality and women’s rights results.

At the international level, significant progress has been made in moving from the Paris Declaration on Aid Effectiveness (2005) which made little reference to gender equality, to the Accra Agenda for Action (2008) and Busan Partnership for Effective Development Co-operation (2011). By the time of Busan, gender equality was recognised as critical to achieving development results and there was an explicit commitment to integrating targets on gender equality and women’s empowerment in accountability mechanisms.

Building on the momentum of these agreements, DAC donors are placing a higher priority on strengthening the results focus of efforts to achieve gender equality. Almost all gender advisors that responded to the survey were positive about the aid and development effectiveness agenda and many felt this has *made it easier* to address gender equality. This marks a real shift since 2006 when most donors felt that the “new aid modalities” presented more challenges than opportunities (OECD, 2007).

Increasing emphasis on achieving results has helped to anchor gender equality within DAC member institutions and build momentum for implementing commitments to gender equality and women's rights.

Using action plans to translate commitments into results

Gender equality action plans have proved a useful tool for strengthening accountability for gender equality outcomes in some agencies. The former Canadian Agency for International Development (CIDA) developed a Gender Equality Action Plan (2010-13) to strengthen the implementation of its Policy on Gender Equality. All policy and programming branches were held accountable for implementing the measures outlined in the Action Plan and reporting on gender equality results delivered as part of a mandatory annual reporting process. The gender equality unit developed and presented an annual progress report on the implementation of the Action Plan to senior management. This has contributed to achieving more consistent and substantive gender equality results.

At the Asian Development Bank (ADB), gender equity is one of five drivers of change in the ADB Strategy 2020 and gender equality outcomes are explicitly integrated into the corporate results framework. This has made responsibility for gender equality more agency-wide. All ADB projects must undertake gender analysis and develop a gender equality action plan with targets and performance indicators. The new ADB Gender Equality and Women's Empowerment Operational Plan (2013-20) and results framework (2013-16) serves as the roadmap for translating the corporate strategy into concrete and measurable operations to support gender equality outcomes. The ADB's approach is unique in that it focuses on gender equality *outputs and outcomes* rather than policy commitments.

To be effective, action plans need to be well-resourced. Several institutions have gender equality action plans that are unevenly implemented due to a lack of specific resources allocated for implementation. To ensure consistent use, reporting against action plans should also be mandatory for all divisions. Following uneven application of its first Gender and Development Action Plan in 2001, AusAID's second action plan in 2008 made it mandatory to carry out monitoring and annual reviews of gender action plans used in programmes (AfDB, 2012). This system of linking planning and accountability to implementation has been described as an emerging good practice with respect to ensuring that gender equality action plans become useful operational tools for achieving gender equality results (AfDB, 2012: 36).

Embedding gender equality within corporate accountability processes

DFID published its first Gender Equality Action Plan (GEAP) in 2007. This marked a break with the past by establishing gender equality as a priority to be owned and delivered at a senior level, with leadership and accountability vested in the Director-General for Country Programmes. A review of the GEAP found that leadership and reporting mechanisms together achieved substantial progress but pointed to the need to embed reporting on gender equality more solidly in corporate processes (Social Development Direct, 2010). In response, DFID has put a rigorous set of arrangements in place to strengthen accountability and reporting of results on girls and women (Box 2). These include making it mandatory for all divisions and country offices to include gender equality results in their plans and to report against these.

Box 2: Girls and women “front and centre” in corporate accountability systems – lessons from the United Kingdom

Since 2010, gender equality has been integrated as a priority in DFID’s top-level Corporate Business Plan and in 2011 a new Strategic Vision for Girls and Women identified four pillars of action and set out to strengthen the enabling environment for women and girls⁴. A combination of mechanisms support implementation of these commitments:

1. **There is strong political leadership on gender equality at the ministerial and Director-General level.** This has been instrumental in ensuring that Heads of Office and senior divisional and country staff take seriously the commitment to deliver results for girls and women.
2. **Accountability for gender equality is through DFID’s core reporting process.** Nine indicators on girls and women have been included in DFID’s corporate results framework. Twice a year all parts of DFID including country offices report against this core set of indicators. This ensures that the whole organisation – particularly country directors – must deliver on gender equality commitments.
3. **Accountability sits at the most senior levels of the organisation.** The Management Board and directors of divisions, countries and regions are responsible for reporting on gender equality results. A senior Director General-level gender equality champion sits on the Management Board and holds other directors to account. She also reports to the Minister. A group of senior managers meet twice a year chaired by the Director-General to assess progress against the Strategic Vision for Girls and Women.
4. **Responsibility for gender equality is spread across the organisation.** Senior gender champions have been appointed in each division to support directors to deliver gender equality results. Below them is a whole network of staff who lead on gender equality in different departments, amounting to more than 70 across the organisation. This includes policy leads for each of the four pillars and for the enabling environment of the Strategic Vision.
5. **Gender equality objectives are included in performance management frameworks.** This is encouraged for regional and country leads and senior gender champions as part of annual objective setting.

Strengthening accountability at the country level

The gap between policy and implementation is often most pronounced at the country level. Norway’s mid-term review of its Plan of Action on Women’s Rights and Gender Equality in Development Cooperation highlighted weaknesses in the implementation of the Plan and in its management and reporting systems. In response, Norway launched a three-year pilot initiative aimed at strengthening accountability for women’s rights and gender equality results in its embassies (Box 3).

⁴ The four pillars of DFID’s Strategic Vision for Girls and Women are: delay first pregnancy and support safe childbirth; economic assets direct to girls and women; getting girls through secondary school; and, preventing violence against women and girls. The enabling environment refers to one where discrimination is challenged, girls and women are valued and the legal and policy framework is supportive of girls and women making free and informed choices and benefiting from these.

Box 3: Norway's embassies initiative – reporting on gender equality results

Seven embassies participated in Norway's pilot embassies project – Angola, Ethiopia, Malawi, Mozambique, Nepal, Nicaragua, and Uganda⁵. Pilot embassies report annually on gender equality results from policy dialogue, mainstreaming into sectors, and standalone women's rights programming. Reporting is coordinated by gender focal points based on a framework developed in dialogue with the embassies. Pilot embassies receive intensive technical and financial support from the Norwegian Agency for Development Cooperation (Norad) and the Ministry of Foreign Affairs (MFA).

All pilot embassies developed action plans for women's rights and gender equality. Rather than viewing the reporting process as an additional burden, gender focal points have been positive about the improved access they have to embassy staff in other sectors as a result of the reporting requirements. The initiative has led to an increase in spending on gender mainstreaming activities in pilot embassies.

Pilot embassies have made recommendations about ways of working and reporting systems:

1. Embassy action plans are helpful in encouraging more systematic implementation of institutional commitments to gender equality and women's rights.
2. Reporting requirements on gender equality and women's rights need to be clear and explicit, and integrated into established reporting systems.
3. The annual budget allocation from the MFA should come with specific expectations to deliver on results for gender equality and women's rights.
4. Gender equality should be a set item in performance reviews of all staff, particularly at management level.
5. Capacity building of embassies and partners on gender equality and women's rights is a priority.

Use of evaluations to review performance on gender equality

Most institutions that responded to the survey (22 of 29) have undertaken thematic gender equality reviews and evaluations since 2006 and still more are being commissioned (for example, by the Netherlands and UK). Two significant synthesis evaluations conducted in 2012 by the Evaluation Cooperation Group (ECG) and the African Development Bank (AfDB) reviewed information from many of these evaluations which reinforce the findings of this survey in terms of challenges faced and emerging good practice. However, neither study has focused on the effect of the evaluations themselves on subsequent performance on gender equality.

The extent to which gender equality is integrated in wider evaluations (policy, country, programme, project) is also relevant for accountability. The ECG synthesis looked at 59 gender-relevant evaluations from six multilateral agencies and found that gender equality was strongly addressed in 46 percent and weakly or not at all in just under half, with 20 percent totally gender-blind. The better evaluations incorporated gender equality into the evaluation framework, while some only mentioned gender equality or women's rights in passing or in a separate paragraph (ECG, 2012). Only two of the six agencies were

⁵ The Nicaraguan embassy was closed during the course of the initiative.

found to have substantively instructed staff to address gender equality and it was the same agencies that had the highest levels of integration of gender equality in evaluations.

Evaluation Unit manuals and guidance can help to raise the profile of gender equality when evaluations are being planned and implemented. In Denmark, the UK and Ireland recently updated evaluation manuals have provided guidance on why and how gender equality might be integrated in evaluations. Canada reports that gender equality is more systematically addressed in evaluations than in monitoring, possibly because gender equality features in standard evaluation terms of reference (AfDB 2012). Irish Aid annual monitoring reports on gender equality indicate increasing attention to the issue in wider evaluations, including specific recommendations. This is reflected in a series of Learning Briefs, now a required output of Irish Aid evaluations, in which gender equality features significantly.

Improving indicators and methodologies for capturing gender equality results

DAC members that have adopted a results agenda – 17 out of 29 that responded to the survey – welcome the new entry points that this has created for addressing gender inequality. The results agenda has revitalised efforts to improve collection and dissemination of statistics on gender equality and data disaggregated by sex. It has stimulated attention to developing robust indicators on gender equality. It has also provided an impetus to use theories of change as a tool in the design phase of programmes to help think through the pathways to desired gender equality results. For example, development agencies such as DFID and USAID (ECG, 2012) are investing in developing clearer theories of change, logic models and results frameworks for gender equality and women’s rights interventions. Some are also investing in longer-term change processes, guided by a theory of change which takes account of the gradual process of achieving changes in support of gender equality (see Box 1).

However, for most DAC members the focus on results is relatively new and they are still negotiating the challenges that it has brought to the fore. These include the lack of comparable, high-quality data on gender equality and women’s empowerment; and the difficulties of measuring gender equality *outcomes* rather than outputs or processes. Gender equality advisors emphasise the challenge of developing indicators and methodologies that are able to capture longer-term and less tangible empowerment outcomes and incorporating these measures into results frameworks – for example, related to changes in social norms and behaviour, women’s perception of self-worth, or their leadership and voice. They identify the need for more support for innovative but rigorous approaches to evaluating the impact of interventions on women’s rights and empowerment; and for strengthening collection and dissemination of gender statistics and data disaggregated by sex.

3. Capacity to deliver

Key findings

- Since 2006, the number of staff working on gender equality has **increased** in **15** agencies and **decreased** in **3**.
- Almost **no institutions** have senior gender equality specialists in **country offices/missions**. Nine have no staff with responsibility for gender equality in any of their country offices.
- Most institutions rely on **gender focal points**, whose influence is typically constrained by lack of authority and capacity.
- Few agencies have formal reporting mechanisms between gender equality posts at field and headquarters and there is no requirement to consult. Despite this, relationships are generally good.
- **Performance** of country missions on gender equality is **mixed** and often depends on the commitment of the Head of Office.
- Appointing **senior staff** as gender **focal points** is one of the most effective strategies for encouraging more systematic attention to gender equality at the field level, especially when combined with strong institutional leadership and accountability mechanisms.

Ultimately, for institutions to be able to deliver on ambitious policy commitments to gender equality requires investment in **specialist, dedicated gender equality advisors at headquarters and field level**, as well as sustained efforts to build the competency and commitment of **all staff** to gender equality, and to hold them to account for their performance.

Staffing

Dedicated, specialist gender equality advisors with adequate capacity and budget is a vital foundation for ensuring that policy commitment to gender equality does not evaporate in practice. To be effective, gender equality advisors require an extensive range of capabilities which can only be found in highly specialist and skilled staff (Box 4).

Box 4: What does it take to be an effective gender equality advisor?

'...Technical expertise and experience with specific sectors or issues, combined with communication skills, humility, and a willingness to be flexible in order to create demand for and commitment to gender equality results...are minimum requirements'

Swedish Ministry of Foreign Affairs, response to the 2013 GENDERNET survey

When asked about the most important competencies and attributes for a gender equality advisor to possess, the following were highlighted:

- *Technical expertise on gender equality*
- *Leadership, relationship and facilitation skills*
- *Communication and negotiation skills*

- *Team spirit*
- *Political sensitivity*
- *An open mind, innovative thinking and analytical capacity*
- *Flexibility*
- *Sector-specific expertise, regional knowledge and field experience*
- *Persistency, courage and humility.*

Yet, it was also recognised that even a highly skilled and competent gender advisor will find their influence constrained unless there is political buy-in and support from management and from allies horizontally across the agency.

The need to invest in specialist staff was one of the primary conclusions of the DAC Network on Gender Equality's 2007 report (OECD, 2007). This found that a paucity of gender equality advisors was the most commonly perceived constraint to successful mainstreaming of gender equality in agencies and called for 'an increase in the number of well-trained, senior, dedicated gender advisors in the field' (OECD, 2007). This is consistent with the findings of a number of DAC Peer Reviews⁶.

Changes in staffing since 2006 indicate a slight positive overall trend, with stronger political leadership and policy focus on gender equality leading to an increase in staff working on gender equality in 12 out of 29 DAC members. Some newer DAC donors have seen a significant improvement in staffing, although from a low baseline. Three institutions report a decrease⁷. Nonetheless, as discussed below, under-investment in human resources for gender equality remains an ongoing challenge.

Most institutions share a similar organisational setup for gender equality, with a gender equality advisor or unit at headquarters working in consultation with field-based gender equality advisors and/or non-specialist staff with responsibility for gender equality ("gender focal points"). Many institutions have additional staff with responsibility for gender equality outside the central gender equality unit. For example, Spain has gender equality advisors in its Humanitarian Department while the UK has advisors on violence against women and girls in DFID's Conflict, Humanitarian and Security Department. In general, a combination of gender equality advisors at headquarters working in collaboration with country-based gender equality specialists and networks of gender focal points is perceived as the most effective staffing arrangement for advancing institutional efforts to address gender inequality.

Staffing at headquarters

The former Canadian International Development Agency (CIDA) had 14 gender equality advisors at headquarters – the highest of any DAC member. At the other end of the spectrum, seven DAC institutions have no full-time gender equality advisor at headquarters⁸. Several have just one advisor, who typically lacks delegated authority or budget. Experience from DAC countries suggests that it is important for gender equality advisors to have access to funds for innovative programmes and to support women's NGOs (OECD, 2009). However, in most DAC institutions there is no specific discretionary programme budget for gender equality at headquarters.

⁶ See for example DAC Peer Reviews of Germany 2010; Italy 2009; Norway 2008.

⁷ Reported by CIDA, Danida and the French Ministry of Foreign Affairs (MAE).

⁸ Reported by Danida, the Finnish Ministry for Foreign Affairs (post vacant at the time of the Survey), Germany (GIZ), Iceland, Portugal, Japan's Ministry of Foreign Affairs, and the Swiss Agency for Development and Cooperation.

Several institutions have undergone internal reorganisation or a shift to decentralised programming models, with varying outcomes for gender equality. One advisor described how the agency's central gender equality division, which formerly had its own director, has been amalgamated into a larger division including health and education under one director. This reduced the time the director was able to dedicate to gender equality. In another institution, the loss of the central gender equality unit and dispersal of advisors across the organisation has been accompanied by a doubling in the number of gender equality advisors.

Gender equality advisors at headquarters often move on to take up other influential roles in their agencies. Former advisors have relocated to embassies and field offices, or to other divisions at headquarters. In some cases, gender equality advisors have been promoted to senior management positions. Several former gender equality advisors are currently serving as ambassadors or Heads of Development Cooperation in their embassies.

Staffing in-country

In almost all DAC member countries, the head of country office or mission has autonomy over decision-making and budgets at field level. Field-based staff with responsibility for gender equality report to the head of mission or relevant senior officers in-country rather than to gender equality advisors at headquarters. Where country offices have a large degree of autonomy and heads of office are not committed to gender equality, this can be a barrier to the implementation of gender equality commitments. This situation is exacerbated when staff with responsibility for gender equality occupy junior roles in the agency. However, pressure from headquarters can make a difference. When top management consistently reiterate gender equality as a priority for the institution this creates a strong incentive for heads of country offices to up their game on gender equality and women's rights.

Nine agencies report having no staff with responsibility for gender equality in their field posts and no agencies have senior gender equality specialists posted in the field. Most rely on gender focal points who are typically in junior roles, lack prior expertise on gender equality, have other primary responsibilities beyond gender equality, and do not have the authority to influence senior management. While some institutions do have gender equality advisors in country offices, they are generally not in senior positions or full-time roles. A few institutions describe a worsening trend since 2006, with cuts to staffing of embassies and the removal of full-time or part-time gender equality specialists in missions. No institutions report having specific discretionary resources reserved for gender equality at the country level.

However, a number of DAC institutions have scaled up their investment in gender equality specialists in-country. For example:

- The former Australian Agency for International Development (AusAID) had senior specialists in several missions, with 4.5 gender equality specialists in Indonesia.
- Ireland has gender equality advisors or focal points in all nine of its country missions, of which three are full-time and most are locally hired.
- Spain has gender equality experts in 40 out of 50 field offices – 30% are senior staff.
- Italy has full-time gender equality advisors in missions in Afghanistan, Ethiopia, Palestine, Senegal and Tunisia.
- The US has 41 missions with locally engaged gender equality advisors working either full or part-time.

- Canada has 33 local gender equality advisors employed as consultants in 47 country missions (Box 5).

Despite the absence of formal communication or reporting mechanisms, many institutions describe a positive, collaborative relationship between gender equality staff at headquarters and in-country. Particularly in institutions where there is a formal requirement to address gender equality in programmes, field offices will generally consult with gender equality advisors at headquarters.

DAC members are using various strategies to strengthen institutional capacity to deliver on commitments to gender equality at the country level:

1. **Appointing senior staff as gender focal points.** This is seen as one of the most effective strategies for encouraging more systematic attention to gender equality at the field level. For example, DFID has a senior gender champion network across the organisation which includes regional and country directors who are responsible for reporting on gender equality results to the management board. The World Bank is also increasingly recruiting gender focal points from amongst senior and more experienced staff as part of its strengthened commitment to gender equality (African Development Bank, 2012).
2. **Investing in increasing the effectiveness of gender focal points and networks.** For example, AusAID targeted its resources for capacity building at gender focal points, who receive intensive, on-going training (Box 7). Many DAC members are also working to improve communication channels between headquarters and field-based staff with responsibility for gender equality using a range of strategies – from establishing networks, email groups and regular teleconferences, to holding annual or twice-yearly workshops.
3. **Agreeing a clear work description or mandate for gender focal points.** This was a key recommendation from Norad’s Gender Reviews of Norwegian Embassies (Box 6).
4. **Making better use of national and local expertise on gender equality.** For example, CIDA hired local gender equality advisors to work in consultation with gender focal points (Box 5). This has ensured that focal points are supported by gender equality experts with in-depth knowledge of the context and potentially greater credibility with their government and local CSO networks. Pairing a diplomat and local staff member as gender focal points was another key recommendation from the Gender Reviews of Norwegian Embassies.
5. **Assigning gender equality specialists to regional divisions at headquarters.** At AusAID, this approach increased the influence of gender focal points in missions by providing them with access to regular, tailored support from experts with knowledge of the region.
6. **Making it mandatory for country offices to allocate the financial resources required to support a full-time gender equality advisor.** See the example of CIDA’s Gender Equality Action Plan (Box 5).

Box 5: Building a cadre of gender equality specialists: lessons from the former Canadian International Development Agency (CIDA)

CIDA had a long tradition of investing in gender equality specialists. This trend accelerated as gender equality became a cross-cutting theme to be integrated into all policies and programmes.

Gender equality expertise was embedded across the agency. At headquarters, each of CIDA's four branches had one or more senior gender equality specialists to support policy development and programming. The geographic programmes branch had five full-time senior gender equality specialists and three intermediate specialists.

The commitment to investing in gender equality expertise was reflected at the country level where 33 locally-engaged consultants were appointed as gender equality advisors in 47 country missions. The local gender equality advisors worked in consultation with gender focal points (CIDA senior analysts on country programmes) and gender specialists at headquarters. Gender advisors were contracted by CIDA field officers as consultants⁹ to provide context-specific gender equality analysis and support to country programmes.

CIDA's corporate Gender Equality Action Plan institutionalised the commitment to investing in gender equality expertise. The Action Plan stipulated that the agency must allocate adequate financial resources to support the role of a full-time local gender equality advisor in each country of focus. The plan required country programmes to report on how many gender equality advisors the programme had, whether they were part-time or full-time, whether there were dedicated funds available for their use, and what opportunities were provided to local gender equality advisors to increase their knowledge and skills. The reporting was completed on an annual basis and rated by CIDA's Human Development and Gender Equality Division.

There were many advantages to this arrangement:

- Agency-wide gender equality expertise led to a more systematic focus on gender analysis and gender equality results within the initiatives and institutions that CIDA supported.
- The emphasis on hiring *local* gender equality expertise ensured that CIDA's country programmes were informed by context-specific knowledge and facilitated engagement with local networks and communities of practice. While the status of local gender equality advisors as consultants rather than CIDA employees meant they could not officially represent Canada in meetings, in reality they had significant influence on policy dialogue and donor coordination through advice to programme staff.
- The combination of local gender equality advisors and focal points at field level, working with headquarters-based gender equality specialists, strengthened the focus on gender equality in country programmes. Headquarters specialists provided technical advice and quality assurance, while focal points played a coordination (rather than content-related) function. Local advisors provided context-specific analysis to inform policy dialogue and programming.
- The commitment in the Gender Equality Action Plan to ensure and maintain a critical mass of gender equality specialists at headquarters and in the field, and to report on this,

⁹ Local gender equality advisors are engaged on contract through the Canadian High Commissions or Embassy or through separate CIDA programme support units. They are not staff within CIDA's embassies and high commissions.

institutionalised the investment in gender equality expertise.

An innovative approach is being used by Norway to build the capacity of its embassies to deliver on gender equality through carrying out gender equality reviews (Box 6).

Box 6: Capacity building at the embassy level – NORAD’s Gender Equality Reviews of Embassies

Norad carries out Gender Equality Reviews of Norwegian Embassies to strengthen the capacity of embassies to address gender equality and women’s rights at all levels of their development cooperation portfolio. The Ministry of Foreign Affairs (MFA) has encouraged embassies to request Gender Reviews and 13 have been undertaken to date, although there are no formal requirements regarding the embassies’ follow up and implementation of the recommendations.

The reviews examine different aspects of embassies’ development cooperation – policy dialogue, funding for gender equality, programming, results based management and accountability, and administrative framework (e.g. human resources and training). They consist of a desk-based study of selected projects and programmes, discussions with staff at headquarters, and a one-week visit to the country by a review team which includes discussions with embassy staff and management, national stakeholders, and implementing partners.

The review is a participatory process with a strong emphasis on learning and ownership by the embassy. Each review is concluded with a debriefing to embassy staff to present key findings and recommendations, and a report which is shared with embassies for comments. The reviews have resulted in new measures being introduced at embassies including gender training, TORs for gender focal points, and Embassy Gender Action Plans.

Some **common lessons** came out of the reviews:

- Without management commitment it is very difficult to create the enabling environment and systematic approach to gender mainstreaming that is necessary for change to occur.
- Integrating gender equality should be a *requirement*.
- A more consistent approach is needed to results management and gender mainstreaming.
- Capacity-building is critical and should include a comprehensive training component on gender equality in pre-posting training. On-going support is especially important if staff are to have the confidence and competence to raise gender equality in policy dialogue.

Norwegian Agency for Development Cooperation, 2011. *Learned from Gender Reviews of Norwegian Embassies*. Oslo: Norwegian Agency for Development Cooperation.

Building agency-wide expertise

Translating ambitious policy pledges into results requires not only the presence of dedicated gender equality advisors but also non-specialist peers with the knowledge and commitment required to address gender inequality in their own areas of responsibility. The 2006 survey of DAC institutions identified the lack of gender training for staff as a key constraint to effective mainstreaming of gender equality. Today, while some DAC members are investing seriously in developing staff capacity on gender equality (Box 5), overall the resources allocated to this remain inadequate and capacity building activities are limited, one-

off and ad hoc. This finding is consistent with numerous evaluations of gender mainstreaming which have highlighted the scarcity of training on gender equality, particularly at the field level.

What is the gold-standard? DAC gender advisors particularly emphasise the value of:

- consistent support over a sustained period
- tailored capacity-building activities focused on particular sectors and/or operating environments, and targeted for specialists and non-specialists
- one-to-one engagement with senior managers
- a combination of approaches – formal training alongside more informal knowledge-sharing, one-to-one meetings and personal interactions
- specialist technical input, including meetings with mission staff and locally-engaged advisors.

Gender equality training

The 2006 GENDERNET study revealed that training on gender equality was rare, despite being strongly favoured by gender equality advisors. This finding largely holds true in 2013. While most institutions integrate a brief introduction to gender equality into staff induction and pre-posting trainings, few provide on-going training or make training mandatory. Exceptions include CIDA, which offered a basic and intermediate course in gender equality twice-yearly and integrated gender equality into courses on results-based management and fragile states. Sweden's development agency, Sida, also incorporates gender equality into training in these areas, and both Sida and Irish Aid have delivered training on gender-based violence. USAID provides obligatory gender induction training for all staff and in 2012 trained over 500 staff in gender equality. The EU provides face-to-face trainings at the regional level as well as online trainings with individual tutoring. Denmark has developed an on-line course on gender equality in development cooperation.

Other tools and tactics

Other tools and tactics are seen as vital for building staff competency and commitment to gender equality. Most institutions use traditional tools such as gender equality "check lists", manuals and reference materials. Such tools are perceived as helpful – but not as the *only* strategy to increase awareness and knowledge among colleagues. Complementary approaches that can assist in increasing colleagues' attention to gender equality include internal awareness-raising campaigns, information events, seminars, brown-bag lunches and breakfasts, as well as publicising good practices and success stories. Many donors also have gender equality networks with email lists for all staff that are responsible for or interested in gender equality.

Staff incentives and accountability frameworks

DAC member agencies have experimented with incentives and accountability mechanisms to motivate staff to address gender equality in their day-to-day work. Some have rewarded good performance on gender equality with financial bonuses. Under its Gender Equality Action Plan, DFID made part of the performance pay bonus for senior managers dependent on the progress they achieved on gender equality. This was found to be very effective in "kick-starting" greater awareness of gender equality but was not considered a sustainable approach for strengthening senior commitment to gender equality in the long-term.

Overall, accountability and incentive systems to institutionalise attention to gender equality are not in place in agencies in any systematic way. This reiterates the findings of the 2012 African Development Bank synthesis of over 25 thematic gender evaluations which identified a *lack* of incentive systems as a key barrier to the success of efforts to mainstream gender equality (African Development Bank, 2012).

Ultimately, delivery of ambitious policy commitments to gender equality requires a combination of investment in **specialist, dedicated gender equality advisors** at headquarters and in-country, as well as sustained efforts to build the competency and commitment of **all staff** to gender equality and to hold them to account for performance. Australia is a good example (Box 67).

Box 7: Investing in specialist staff and building expertise – lessons from the former Australian Agency for International Development (AusAID)

In 2011, in response to an Independent Review of Aid Effectiveness, the Australian Government published a new aid policy which identified gender equality as a critical cross-cutting theme. Stronger policy focus on gender equality contributed to an increase in full-time gender specialists and efforts to strengthen the capacity of staff across the organisation to implement policy commitments to gender equality.

Investing in gender specialists

‘The role of gender focal points has been strengthened so they can ensure that gender equality is considered across AusAID’s programs. The Australian aid program is therefore well-positioned to promote gender equality in the difficult and varying contexts in which it operates’

DAC Peer Review of Australia, (OECD,2013, p.45)

Gender equality champions and specialists were appointed at the highest levels of the agency, including a Deputy Director General. The Gender Equality Policy team increased to 10 staff in 2013 from six in 2008. This included two Senior Sector Specialists and a Principal Sector Specialist on Gender Equality who was the head of profession and sat on influential management committees within the agency. Senior gender specialists were appointed in regional divisions at headquarters and in several missions. Over 100 gender focal points were in place in country programmes, missions and in thematic areas at headquarters. A Global Ambassador for Women and Girls was also appointed to the Department of Foreign Affairs and Trade, responsible for high-level advocacy and diplomacy on gender equality.

Building expertise internally

In addition to investing in specialists, AusAID provided intensive, on-going capacity-building activities for gender focal points who represented the first port-of-call on gender equality within their thematic areas and country programmes. Activities included bi-annual workshops which enabled peer learning, training and knowledge sharing.

Communities of practice were also established on women’s economic empowerment and ending violence against women. An email network connected staff with an interest in gender and development and provided a platform to share new research, seminars and events. Plans were in place to scale up capacity building work with senior executives through smaller discussion groups and one-to-one engagement. This targeted approach helped avoid fatigue with training and enabled more in-depth investment in gender focal points.

Buying in external expertise

External experts were also drawn on for technical advice. An Aid Advisory Services Panel of external consultants was available for all AusAID staff. Several missions contracted gender expertise for design and implementation of gender equality targeted programmes.

Key lessons:

- The presence of **full-time senior gender equality specialists** is critical for engaging senior executives and ensuring there is the capacity to design, implement and monitor effective programmes on gender equality.
- Strong **communication channels** are needed between gender equality specialists at headquarters and in missions.
- Targeting **intensive capacity building** at a **community of practice** (such as the Gender Focal Point Network) has proved an effective approach. Holding twice-yearly workshops for AusAID, gender focal points enabled recurrent training, lesson sharing and peer support. Making it a formal requirement for staff to consider gender equality in all aid initiatives that are high risk or high value also strengthened the position of gender focal points in negotiating for investment in gender equality.
- On-going and intensive capacity building requires a **dedicated budget, over the long-term**.

4. Financing for gender equality

Key findings

- 11 DAC institutions report an **increase in budget for gender equality since 2006** while just **four report a decrease**.
- In several institutions the budget for gender equality has increased in spite of a decline in the overall aid budget, reflecting the higher policy priority being given to gender equality.
- However, significant **gaps** remain between **policy priorities** and **financial commitments** in a number of key areas – women’s economic empowerment; women, peace and security; women’s participation and leadership; and, family planning.
- Funding to **women’s equality organisations and institutions** has **increased** since 2006 as several important bilateral funds targeting women’s organisations have been scaled up and renewed. However, this funding remains a **small percentage** of overall aid to gender equality.

Tracking and reporting of financial resources for gender equality

The principal tool used by DAC members to track aid allocated in support of gender equality is the DAC Gender Equality Policy Marker. Although the DAC has been collecting gender equality data since 1991, the biggest breakthroughs – and increases in aid focussed on gender equality – have come since 2007 when the DAC began regularly publishing the data for each member. There has also been a significant increase in the proportion of aid analysed using the gender equality marker over this period.

All DAC members who responded to the GENDERNET survey use this tool. Some institutions also have complementary systems in place; for example, CIDA applied its own coding system to planned investments according to the degree to which they target gender equality. Around one-third of questionnaire respondents describe gender equality advisors as having *some* sort of involvement in reporting against the markers – most often to review and verify the data.

An upward trend in financing for gender equality

Eleven DAC members report that their budget for gender equality has increased since 2006. Just four report a decrease¹⁰, mostly in the last few years due to a fall in the overall aid budget. A number of institutions have increased financing for gender equality *in spite of* a decline in the overall aid budget as gender equality has become a higher policy priority¹¹. One DAC member described how *‘during the present crisis, the gender equality budget is the only budget in the ministry for development cooperation which has not reduced but increased’*. In the context of fiscal restraint in many countries it can be considered a success that aid to gender equality and women’s empowerment is being maintained overall.

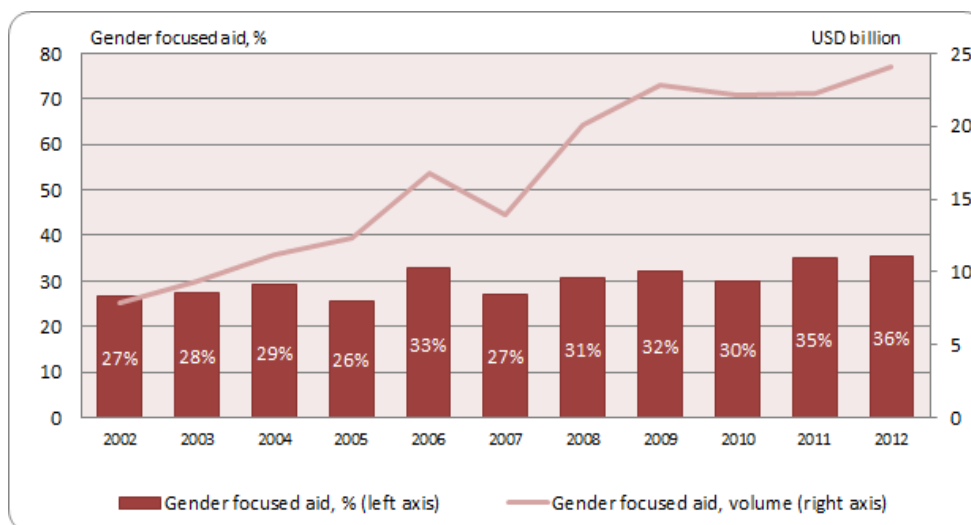
This picture is reaffirmed by analysis by the GENDERNET Secretariat and the OECD Working Party on Development Finance Statistics (WP-STAT) which shows that DAC members’ aid flows in support of

¹⁰ Reported by Austria, Canada, Italy, and Spain.

¹¹ For example, reported by Ireland and the Netherlands.

gender equality have tripled since the MDGs from USD 8 billion in 2002 to USD 24 billion in 2012 (OECD, 2014) (Chart 1). Most of this went to education and health, in line with MDG priorities.

Chart 1. Aid in support of gender equality and women’s empowerment
2002-12, annual commitments, USD billion, constant 2011 prices

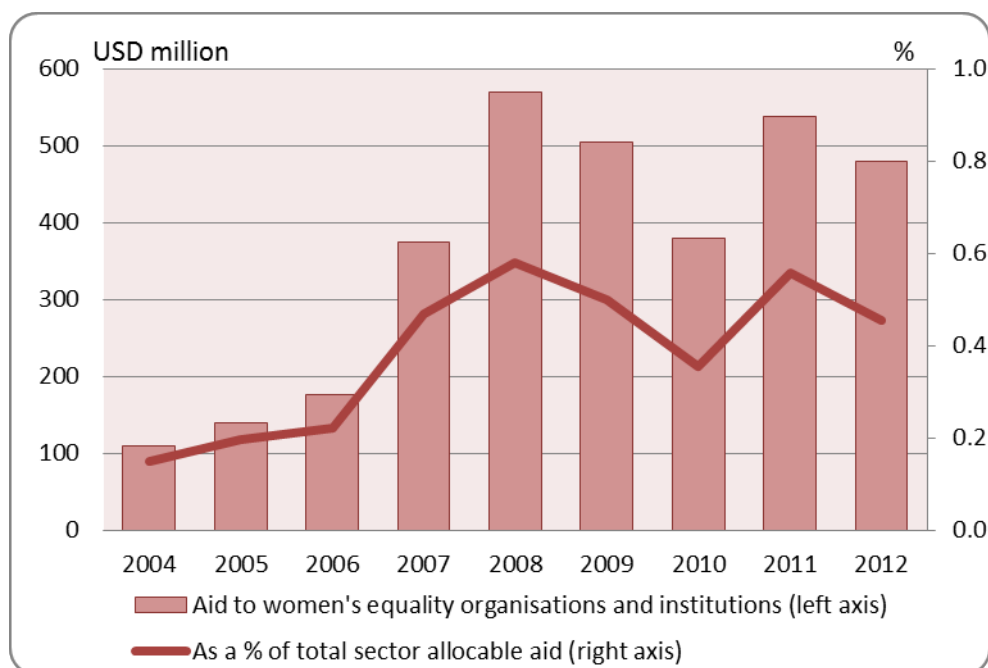


However, significant financing gaps remain in critical areas. Sixteen DAC institutions describe women’s economic empowerment as a policy priority and yet investments in this area have remained flat since 2007. In 2011 and 2012, only two per cent of bilateral aid to women’s economic empowerment targeted gender equality as a principal objective (OECD, 2014). For 17 DAC institutions, women, peace and security is reported as a policy priority, yet the amounts of aid targeting gender equality in the peace and security sector are low – just USD 459 million on average per year since 2002 (OECD, 2014). Similarly, women’s leadership and participation are reported as policy priorities for 15 DAC institutions but overall amounts of aid in support of this are low – just over USD 1.2 billion on average per year for the years 2002-12 (ibid). The post-2015 agenda is a crucial opportunity to close these financing gaps.

Aid in support of women’s equality organisations and institutions

The OECD-DAC also tracks aid targeted at women’s civil society organisations and women’s ministries using a specific purpose code. This shows that funding to women’s organisations and institutions has increased since 2004 but remains a tiny proportion of overall sector specific aid (Chart 2). It also makes up a very small percentage of bilateral aid focused on gender equality. In 2012, while the total amount of bilateral aid targeting gender equality and women’s empowerment reached USD 24 billion, funding for women’s civil society organisations and national ministries was less than USD 500 million.

Chart 2. Aid to women's equality organisations and institutions
Commitments, constant 2011 prices



Several donors describe a decline in their financial support for women's ministries in recent years, citing frustration with the low capacity of women's ministries and weak political will as contributing factors. No DAC institution was able to provide an example where this relationship is working well. As a result, agencies like Irish Aid have ceased to directly fund such ministries and are instead scaling up their engagement on gender equality with central ministries such as finance and planning along with sector ministries.

By contrast, several important new bilateral funds targeting women's civil society organisations have been scaled up and renewed in recent years. One example is the launch by the Netherlands of two substantial funds to support gender equality and women's rights. From 2008-11, the MDG 3 Fund provided 79.1 million Euros in support of gender equality and women's empowerment, with 35 of the 45 projects awarded to non-governmental women's organisations. In 2011, a second fund – Funding Leadership Opportunities for Women (FLOW) – provided 83.7 million Euros to support women's economic empowerment, political participation, and security (2012-2015). Of the 30 organisations receiving funding, 23 are women's organisations, networks or funds. Altogether the Netherlands will spend over 150 million Euros between 2008 and 2015 on gender equality and women's rights through women's civil society organisations (CSOs).

Box 8: Innovative funding for women's organisations: lessons from the Dutch MDG 3 Fund

Analysis of the MDG3 Fund has highlighted several characteristics that make it a particularly effective funding model (Pittman, 2011). The Fund:

- Targets women's organisations, including grassroots organisations.
- Supports intermediaries (women's funds and larger NGOs) with close links to women's organisations and movements. This enables funding for a wide range and scope of women's organisations.
- Supports a mix of well-known women's organisations in addition to lesser-known and newer organisations.
- Supports organisations to scale up the organising and rights work that they specialise in.
- Supports core funding, which is critical for women's organisations to make deeper and more sustainable impacts.
- Outsources the administration of the fund, making it a realistic model of bilateral funding.

Impact of the MDG 3 Fund

The Association for Women's Rights in Development's (AWID) independent assessment of the aggregate impact of the MDG 3 Fund revealed strong outcomes (Batiwala et al., 2012). Approximately 27 national governments' gender equality policies were positively influenced; 200,000 activists were provided with tools and skills; 65 million grassroots women increased their awareness of their rights; and 100,000 women's organisations were strengthened. These achievements were due to the flexible, core nature of the grants. In particular, the fund was found to be critical in supporting women's organisations to survive and work in challenging contexts and to 'hold the line' in the face of push back from conservative groups.

Some DAC institutions devolve funding through Women's Funds – such as Irish Aid, Sida and the Dutch Ministry of Foreign Affairs – which fund the international women's fund, Mama Cash. Others channel resources to women's organisations via multilateral funds. For example, the MDG Achievement Fund was established in 2006 with funding from Spanish Government. In 2008, Spain allocated USD 90 million to 13 programmes under the Fund's Gender Thematic Window as well as supporting the integration of gender equality across the Fund's seven other thematic windows. Now managed by UN Women, the Fund provides multi-year grants to support women's organisations and partnerships between NGOs and governmental agencies. Women's organisations received over USD 32 million (75%) of the total resources allocated by this Fund (Arutyunova and Clark, 2013). Other agencies have established dedicated gender equality funds or budget lines, such as Norad, which has a grant scheme that supports international and regional women's rights organisations and networks.

In addition to dedicated funds, donors have strengthened the gender equality focus of more general civil society funding. Irish Aid's civil society funding round in 2011 and 2012 included a specific call for proposals on gender equality. In 2011, 34% of the funding approved was for gender equality. Irish Aid's funding for women's organisations almost tripled between 2006 and 2011. Norad has made it mandatory for all civil society organisations (CSOs) receiving funding to include an assessment of gender impacts in proposals and reports. The Icelandic International Development Agency (ICEIDA) requires CSOs to address gender equality in all project proposals, while the Spanish Ministry of Foreign Affairs mandates that gender equality must be an integral part of NGO funding agreements.

Supporting gender equality and women's empowerment through multilateral institutions

DAC members report an increase in their funding for gender equality and women's empowerment through multilateral organisations. Almost all DAC institutions refer to UN Women as a key partner. Some also fund other multilateral institutions to work on gender equality – principally UNFPA, UNDP and the World Bank – although the volumes are difficult to track. Several specifically highlight their support for the UN Trust Fund to End Violence Against Women and UNFPA's Joint Programme on Female Genital Mutilation/Cutting. Many DAC members including Norway, Spain and the UK support joint UN gender equality programmes in-country.

5. Partnerships for gender equality

Key findings

- DAC donors **collaborate well** with each other, both at the global level and through gender working groups at the country level.
- There is very **little engagement** with **non-DAC donors**. DAC countries will need to strengthen links with non-DAC donors to ensure effective and co-ordinated support for gender equality by the entire donor community.
- DAC donors are taking a more **strategic and structured** approach to engaging with **multilateral partners** and holding them to account for gender equality outcomes. This requires strong relationships and channels of communication *within* DAC institutions between gender equality advisors and their colleagues in multilateral units.
- Partnerships with **CSOs** are perceived to have grown in importance and structured dialogue and funding has increased overall.

Partnering with other donors

DAC donors are working well together to strengthen gender equality outcomes through various channels at global and national levels. These include gender equality donor working groups, multi-donor funds, GENDERNET meetings, DAC Peer Reviews, joint preparations for international conferences and global processes, and sharing of assessment reports. Some donors also collaborate in smaller groupings on specific issues. For example, in Afghanistan, policy dialogue has taken a new shape through the growing importance of ‘Sidewater’ meetings featuring a group of donors with similar priorities (Australia, Canada, the UK and the US).

The EU plays a role in strengthening coordination on gender equality for some DAC donors. The EU Action Plan for Gender Equality and Women’s Empowerment includes an indicator to track whether EU Delegations have appointed a Member State as a ‘gender lead donor’ in each partner country. Good practices exist – for example, to strengthen in-country coordination between the EU Delegation and Member States’ activities in Lebanon, a Gender Working Group was launched in 2010. Activities included mapping gender equality projects, data collection on gender equality, and thematic meetings with representatives from national institutions. The EU reports that in 2011, gender coordination groups or mechanisms existed in 36 out of 70 countries, bringing together the EU and other donors, and in some cases government representatives and UN agencies.

Over the last few years, DAC members have also stepped up their efforts to work together to influence international processes in order to ensure that gender equality and women’s rights remain global priorities (Box 9). In part, this is a response to the rise of conservatism and fundamentalisms which have created a more difficult policy landscape for advancing gender equality. Preventing the roll-back of international agreements on gender equality is likely to require intensive and continuous engagement with a broader set of development allies beyond DAC countries in the years ahead.

Box 9: Working together for a positive outcome from the UN Commission on the Status of Women

'In some partner countries there is an increase in conservative and traditional reflexes: it is seen as a new kind of colonisation to suggest gender equality'

Belgium, Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation,
response to the 2013 GENDERNET survey

'There is continuous pressure to roll back equality gains from conservative and religious groups in developing as well as developed countries. This requires a continuous political and diplomatic push to safeguard and further develop existing frameworks'. (Kristiansen, 2013, p. 14)

In recent years, conservative groups seeking to restrict women's rights have been a strong presence at the UN Commission on the Status of Women (CSW). In 2012, the CSW closed without reaching agreed conclusions. The achievement of strong agreed conclusions at the 57th and 58th sessions of the CSW reflected the strategic and coordinated efforts of a coalition of progressive actors – governments, donors and civil society organisations from different regions of the world.

In 2013, preparatory meetings in the UK, Denmark, and France helped to pave the way for successful outcomes at CSW57 by enabling DAC members to work together to identify common priorities, strategies and alliances. DAC members focused their efforts on influencing “behind the scenes” and encouraging states particularly from G77 countries to speak up in support of gender equality. Others worked closely with civil society organisations with a strong knowledge of the issues and good links with southern organisations.

While the ground is seen as more solid in light of these relative successes, donors feel that ongoing efforts are needed to mobilise and coordinate a wide range of actors with a common position on gender equality to protect and advance women's rights at the international level in the years ahead.

Partnering with non-DAC donors

Since 2006, the emerging economies of Brazil, Russia, India, China and South Africa (“BRICS”) and Mexico, Indonesia, Nigeria and Turkey (“MINT” economies), as well as a number of Arab states, have become an influential presence in the development landscape. Yet, no institution that responded to the survey was able to provide specific examples of collaboration with non-DAC donors. DAC members will need to link up with these donors to ensure effective and co-ordinated support for gender equality by the entire donor community.

Keeping multilateral organisations on their toes

With substantial development funding being channelled through multilateral organisations, DAC institutions have an important role to play in influencing multilateral partners to place a high priority on gender equality and women's rights. Since 2006, DAC donors have intensified their engagement with multilateral institutions on gender equality, including in some instances at the field level. Staff observe a change in their institutions' approach to working with multilateral organisations on gender equality, describing this as more explicit, systematic, structured and collaborative. A range of strategies are being used including attending multilateral executive board meetings and coordination bodies, sitting on special

committees and task forces, inputting into annual meetings and replenishment negotiations, and raising gender equality in senior-level meetings with multilateral institutions.

The more strategic approach adopted since 2006 is clearly having an impact. DAC institutions were active in the international advocacy that led to the creation of UN Women in 2010. They also played a prominent role in the dialogue with the World Bank that resulted in the World Development Report on Gender Equality and Development, and in gender equality being prioritised for the first time as a special theme in the 16th replenishment period of the International Development Association (IDA 16) (2011-14) (Box 10).

Box 10: Lessons from influencing IDA 16 – reflections from DAC donors and multilateral partners

1. Invest politically and financially at key moments of opportunity. The launch in 2007 of the World Bank's Gender Action Plan paved the way for a stronger focus on gender equality in the Bank. The Bank's Board of Executive Directors also took a strong stance on gender equality and challenged the Bank on its performance in this area in the run up to the IDA negotiations. Pressure on the Bank to up its game on gender equality therefore came from inside as well as outside.

2. Engage at multiple levels. DAC members used a range of entry points to influence the World Bank – from working with internal allies such as the Gender Team to influencing the Bank's senior management, Advisory Council on Gender and Development, and even the President of the World Bank and his management team.

3. Build strong relationships and clear lines of communication between gender equality advisors and multilateral advisors within DAC agencies. Gender advisors in DAC institutions do not always have the detailed knowledge of IDA processes required to effectively influence their multilateral colleagues and finance ministries that lead on IDA. It is therefore important for strong relationships to exist between gender equality advisors and their multilateral colleagues in DAC agencies that lead on negotiations with multilaterals.

4. Use platforms such as the GENDERNET to build the capacity of gender advisors to influence multilateral institutions and develop coordinated messages and approaches.

Through informal meetings supported by the GENDERNET, members strengthened their knowledge of the functioning of IDA and of which areas to focus on to be most effective, including technical discussions on targets and indicators. An ally in DFID's multilateral team worked with the GENDERNET to produce a 'core script' which outlined the case for prioritising gender equality as a special theme in IDA 16. GENDERNET members used this to court representatives within their own institutions responsible for leading on the IDA negotiations.

5. Push for a strong results and accountability framework. A results framework was agreed for IDA 16 for the first time. This has been critical in translating special themes into action, especially since IDA is not a binding document. DAC donors should continue to press for the Bank to demonstrate results on gender equality, including by insisting that special reports are prepared for the mid-term progress reporting so that gender equality is an agenda item at mid-term meetings.

Encouragingly, gender equality was proposed as a special theme again for IDA 17.

DAC donors and multilateral partners are already thinking strategically about what is needed to sustain the focus on gender equality and women's empowerment in multilateral institutions. This will require:

- Maintaining an on-going dialogue with gender equality leads in multilateral institutions.

- Active engagement on the Executive Boards of multilateral agencies.
- Consistently emphasising gender equality in policy dialogue with multilaterals, including in speeches at the World Bank and International Monetary Fund Spring and Annual meetings.
- Taking advantage of new opportunities that arise from turnover of senior leadership. DAC donors on executive boards can use their influence to ensure that strong leadership selections are made and good leaders have the support they need to have influence.
- Ensuring that new Executive Directors have a clear understanding of what is expected of multilaterals on gender equality and women's rights.
- Extending dialogue about gender equality to the country level so that pressure is felt by country directors as well as those in Washington or New York.
- Engaging with finance ministries in partner countries to increase their attention to gender equality so that the demand on the Banks and other multilateral organisations comes from partner governments not only DAC countries.

Holding multilateral organisations to account

Over the past few years, DAC donors have also increased their attention to holding multilateral institutions accountable for their performance on gender equality as part of the wider results agenda. For example, **DFID's Multilateral Aid Review** identified gender equality as a reform priority for eleven multilaterals which DFID supports. The UK Secretary of State for International Development has committed to making women and girls a priority in the 2015 Multilateral Aid Review. **Canada's Gender Equality Institutional Assessment** evaluates the extent to which institutions receiving core funding are contributing to gender equality results (Box 11).

Box 11: Canada's Gender Equality Institutional Assessment of Multilateral Organisations

This tool examines the ability of multilateral partners to plan for, achieve, monitor and report on gender equality results. Multilateral institutions are assessed against six criteria, with the heaviest weighting given to the gender equality results they deliver¹². The institution is given an overall rating for each of the six criteria based on a desk review and mission to validate the findings and engage in policy dialogue with the partner institution. Policy dialogue enables a shared understanding of the institution's strengths and weaknesses, and opportunities for support. Following the validation of the initial findings, an overall institutional rating is determined.

Gender equality issues, specialists and units have been found to gain greater visibility and profile within multilateral institutions through the assessment process. This is reflected in feedback from partners which has been generally positive. Partners report that the tool has helped them to gain the support of their respective executive boards for gender equality. They appreciate that

¹² Other criteria include: the quality of the organisation's policy and explicit statements on gender equality; the extent to which gender equality has been integrated within the institution's general policy and strategic planning documents; the internal process and procedures that the organisation has developed to implement its gender equality policy; whether or not there has been recent investments and focus on gender equality; and, whether there has been a commitment to gender balance in staffing throughout the organisation.

participation is optional and is not a heavy-handed process; and that the outcomes of the assessment are used to support the organisation to improve, rather than being tied to funding decisions.

A number of approaches have proved effective when engaging with multilateral partners on the results of such assessments. In particular, sharing recommendations with other donors in advance of board meetings has helped to focus donor efforts and coordinate messaging to a single institution.

A number of DAC donors feel that more should be done to improve coordination and harmonisation of impact evaluations. Multilateral staff also warned of fatigue in agencies that are constantly being evaluated. The Multilateral Organisation Performance Assessment Network (MOPAN) offers a promising mechanism for strengthening donor co-ordination of multilateral assessments. MOPAN is a network of 17 DAC donors with a common interest in assessing the performance of the multilateral organisations they fund. It is re-vamping its approach and methodology for 2015, which is an opportunity for DAC members – the majority of whom are also members of MOPAN – to push for gender equality to be thoroughly addressed as a critical aspect of MOPAN’s work.

Working with partner governments

In some DAC institutions, it is a requirement for embassies to include gender equality in policy dialogue. However, the intensity depends on the leadership of individual embassies and gender equality is not generally brought up in a systematic way. One institution describes the integration of gender equality in policy dialogue as ‘relatively lagging’ compared with other issues. Other DAC members such as Sweden have a long history of championing women’s rights in policy dialogue at national and international levels, including on more politically difficult issues such as sexual and reproductive health and rights.

Box 12: Ingredients for successful policy dialogue on gender equality and women’s rights – lessons from Norway

‘Capacity building is key – it takes competence to know which questions to ask when and to bring up issues that may be sensitive with confidence’ (Norwegian Agency for Development Cooperation, 2011, p.15)

Norway’s gender equality reviews of Norwegian Embassies have identified six factors that contribute to successful policy dialogue on gender equality and women’s rights:

- Management commitment and will to lead
- Donor coordination to create a stronger voice
- Clear and consistent messaging
- Embassy staff that have the competence and confidence to bring gender equality issues to the table in a convincing manner
- Using policy dialogue and programme support as reinforcing elements in the cooperation
- Support for the participation of national stakeholders for women’s rights and gender equality in important policy arenas.

Source: Norwegian Agency for Development Cooperation, 2011

There are a number of examples of good practice in integrating gender equality and women's rights into policy dialogue. Norway's embassy in Mozambique initiated a cross-government dialogue on women's access to energy, which resulted in gender equality becoming a key dimension of the country's energy policy. Policy dialogue on women's rights with the Government of the Islamic Republic of Afghanistan has been a priority for several DAC institutions (Box 13).

Box 13: Raising gender equality in policy dialogue with the Government of the Islamic Republic of Afghanistan – the example of USAID

USAID's Mission in Afghanistan carried out portfolio reviews in 2012 with the Government to review all bilateral assistance. Integrated throughout the portfolio reviews with the Ministry of Finance; Rural Rehabilitation and Development; Agriculture; Water; Public Health and others was a specific discussion regarding efforts of USAID and the Ministries on gender equality and women's empowerment. USAID also pushed for the inclusion of representatives from women's rights organisations and women's ministries. For the 2010 convening of the Afghan Peace Jirga, USAID in conjunction with the State Department and the international community worked with the Government of Afghanistan to ensure that the Ministry of Women's Affairs was present in a substantive role. They also secured slots within the Jirga for representatives of women's civil society organisations.

Other DAC embassies are working in partnership with government ministries to build their capacity to integrate gender equality. Ireland worked in Timor-Leste with the State Secretariat for Women's Affairs to support the integration of gender equality across line ministries. During 2011, an inter-ministerial working group was established as well as a 'Cabinet for Gender Equality' within the Ministry of Economy and Development. In Bangladesh, CIDA's 'Policy and Advocacy for Gender Equality' project strengthened the gender-responsiveness of government policies and programmes by developing capacity within the Ministry of Women's and Children's Affairs and other ministries, as well as women's rights organisations.

Partnering with civil society

'Since local civil society organisations know well about local circumstances and local needs, this helps in making JICA's operation more effective and efficient' – International Cooperation Agency of Japan, response to the 2013 GENDERNET survey.

'Working with local civil society organisations has been largely successful as it allows USAID to tailor its development interventions to the local context and ensure that country ownership is established from the beginning' – United States Agency for International Development, response to the 2013 GENDERNET survey.

Eighteen DAC agencies say that their approach to working with and through CSOs has changed since 2006. Partnerships with CSOs are generally perceived to have grown in importance and both structured dialogue and funding has increased (see section 4). This has been accompanied by a sharper emphasis on the need for CSO partners to demonstrate effectiveness, results, sustainability, risk reduction, value for money, and innovation.

Some DAC agencies are moving away from project funding or continuous funding towards a "call for proposals" approach. Others are increasing their use of framework agreements, which can reduce the administrative burden on CSOs and donor institutions but may make it difficult to reach small, local-level women's rights organisations.

Others such as USAID and JICA have explicitly increased their engagement with southern civil society organisations since 2006. JICA has an “NGO-JICA” desk in 21 countries which promotes partnership between Japanese civil society and national/local civil society and between JICA and CSOs. Germany also emphasises its support for strengthening southern CSO networks and organisations. One way of reaching local organisations while keeping the administrative burden to a minimum is through the use of innovative funds (Box 8) or joint funding arrangements at the country level.

Several donors spoke about the more restrictive environment for women’s organisations and women’s human rights defenders in many contexts, which has made support for women’s civil society organisations more vital but also more challenging. Donors stress the need to be constantly vigilant to the risk of backlash at the country level and to support partner organisations to ensure that appropriate mechanisms are in place to mitigate and respond to violence or intimidation. This should include systematically integrating protection of women human rights defenders into programmes and grants.

Others such as Irish Aid, the Swiss Agency for Development and Cooperation (SDC), and the former AusAID cite dialogue on gender equality with CSOs at headquarters as a critical element of their development cooperation (Box 14).

Box 14: Findings from the evaluation of the Irish Joint Consortium on Gender-Based Violence

The Joint Consortium on Gender-Based Violence, constituted in 2004 at the initiative of Irish Aid and Amnesty International, brought together 15 Irish-based development, humanitarian and human rights organisations, along with the Irish Defence Forces, to develop more effective approaches to addressing gender-based violence (GBV). The consortium was recently evaluated and positive features highlighted included (Williams, 2011):

- A three-year Strategic Plan provided clarity on the medium-term objectives which members found useful in getting beyond annual planning and which has also stimulated improved indicators and reporting on results.
- Within most agencies there have been significant but varied improvements in gender policies, codes of conduct and protection policies.
- Gender audits and mapping have been useful tools for those agencies that used them.
- An annual roundtable has been effective in getting senior management attention within agencies but attention is not adequately sustained throughout the year.
- Staff capacity and programming on GBV in several agencies have improved and some of this is attributable to the consortium.
- Strategic engagement on GBV with international networks has been stimulated by the consortium.

Overall, however, DAC agencies are adopting quite different approaches to their partnerships with CSOs and agreed good practice is thin on the ground. In particular, there has been little evaluation of DAC embassy or country office support to national and local NGOs, making it difficult to draw conclusions about the *quality* of the support provided. Research by the Pathways of Women’s Empowerment Programme has identified useful lessons for donors committed to strengthening the quality of their support to women’s organisations (Box 15).

Box 15: Improving the quality of support to women's rights organisations

Head office gender specialists interviewed in the Pathways of Women's Empowerment research project about the effect of external financing on women's rights organisations wanted their donor agencies to improve the quality of their support by:

- Letting women's rights organisations own the agenda.
- Providing medium-to-long term financing, including institutional support.
- Being sufficiently in touch with the women's rights organisations to ensure that those they are supporting are well anchored and representative.
- Understanding the political context of the organisations' work.
- Investing time in managing the relationship with women's rights organisations because that is what matters most.
- Being better at articulating women's rights as a theory of change.
- Using women's rights organisations as a source of knowledge for policy dialogue.

(Eyben, 2011, p.6)

6. Lessons and recommendations

a. Senior leadership on gender equality is the “key ingredient” for raising the visibility of gender equality and women’s rights in DAC member agencies and ensuring accountability for results. Donors should:

- ✓ Integrate gender equality objectives in “top-level” institutional policy and results frameworks.
- ✓ Appoint gender equality champions at the highest levels of DAC agencies, supported by gender equality specialists in senior roles.
- ✓ Advocate for a strong standalone goal on gender equality in the post-2015 framework to maintain political will and financing for gender equality over the longer-term.

b. Embedding gender equality into corporate accountability processes is essential for translating commitments into results. Donors should:

- ✓ Integrate gender equality indicators into institutions’ core results frameworks and reporting processes.
- ✓ Develop gender equality action plans with a dedicated budget for implementation.
- ✓ Make it standard practice for all divisions and country offices to conduct gender analysis and report on gender equality outcomes.
- ✓ Create incentives for good staff performance on gender equality – for example, through the incorporation of gender equality objectives in personal performance frameworks, especially at the management level.
- ✓ Incorporate the DAC Gender Equality Policy Marker into institutional financial management systems and provide support to ensure consistent application.

c. The results agenda has created new opportunities for delivering on gender equality and women’s rights, but DAC institutions need to continue to support approaches that take a long time to bear fruit. Donors should:

- ✓ Develop a theory of change which sets out the essential chains of results required over an extended timeframe to achieve desired changes in support of gender equality, and be explicit about the assumptions made.
- ✓ Invest in innovative but rigorous approaches to evaluate the success of interventions for women’s rights and empowerment, including by developing indicators and methodologies that are better able to capture “transformative” empowerment outcomes.
- ✓ Make attention to gender equality a requirement in monitoring and evaluation systems, procedures and guidance; and track the implementation and effectiveness of recommendations.
- ✓ Accelerate efforts to strengthen collection and dissemination of gender statistics and sex disaggregated data.

d. Delivering on ambitious policy commitments to gender equality requires adequate investment in gender equality expertise, especially at the country level. Donors should:

- ✓ Make better use of national and local gender expertise in-country.

- ✓ Improve the effectiveness of gender focal points and champions by appointing senior staff to these roles, providing intensive and on-going training, and establishing strong channels of communication between gender focal points and specialists at headquarters.
- ✓ Institutionalise the commitment to investing in gender equality expertise so that country offices allocate the financial resources required to support the role of a full-time gender equality advisor.
- ✓ Increase awareness and knowledge of gender equality issues among more generalist staff through internal awareness-raising campaigns, learning events, informal exchange, and other tools and tactics.

e. Achieving strong gender equality outcomes requires adequate, sustained financing in support of gender equality and women’s rights. Donors should:

- ✓ Close gaps between policy priorities and financial commitments by increasing bilateral aid targeting gender equality in key areas such as economic empowerment; women’s participation and leadership; women, peace and security; and sexual and reproductive health and rights.
- ✓ Use the data generated by the DAC Gender Equality Policy Marker as the basis for discussions on agency priorities for investment.
- ✓ Continue to fund a combination of targeted programmes on gender equality as well as gender mainstreaming.
- ✓ Invest in women’s organisations as critical partners in efforts to achieve gender equality, drawing on innovative funding models such as the Dutch MDG 3 and FLOW Funds.

f. Accelerating progress towards gender equality in the years ahead will require that DAC donors build and expand alliances and partnerships with a broader set of development allies beyond DAC countries. DAC donors should:

- ✓ Fully and systematically address gender equality in policy and political dialogue at all levels and build their staff capacity to pursue this effectively.
- ✓ Strengthen partnerships with ministries of finance, planning and other key sectors – not only the women’s ministry.
- ✓ Keep up the pressure on multilateral organisations to deliver on gender equality and improve coordination of DAC donor evaluations and assessments of multilateral organisations, including by embedding gender equality outcomes in wider multilateral reform processes such as UN reform/delivering as one.
- ✓ Strengthen relationships and channels of communication within DAC institutions between gender equality advisors and their colleagues in multilateral sections.
- ✓ Proactively build partnerships with non-DAC donors to ensure effective and co-ordinated support for gender equality by the entire donor community.

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Annex 1

DAC institutions that responded to the questionnaire:

Australia, Australian Agency for International Development (AusAID)

Austria, Austrian Development Agency (ADA)

Belgium, Belgian Development Agency (BTC)

Belgium, Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation (DGCO)

Canada, Canadian International Development Agency (CIDA)

Denmark, Ministry of Foreign Affairs (Danida)

European Union, European Commission (EU)

Finland, Ministry for Foreign Affairs

France, Ministry of Foreign Affairs

Germany, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Germany, KfW Group (KfW)

Germany, Federal Ministry for Economic Cooperation and Development (BMZ)

Iceland, Ministry for Foreign Affairs / The Icelandic International Development Agency (ICEIDA)

Ireland, Irish Aid

Italy, Ministry of Foreign Affairs, General Directorate for Development Cooperation

Japan, International Cooperation Agency (JICA)

Japan, Ministry of Foreign Affairs (MOFA)

Netherlands, Ministry of Foreign Affairs (IOB)

New Zealand, Ministry of Foreign Affairs and Trade (MFAT)

Norway, Norwegian Agency for Development Cooperation (Norad)

Portugal, Portuguese Institute for Development Support (IPAD)

Republic of Korea, International Cooperation Agency (KOICA) and Ministry of Foreign Affairs and Trade

Spain, Ministry of Foreign Affairs and Cooperation (MAEC)

Sweden, Swedish International Development Cooperation Agency (Sida)

Sweden, Ministry for Foreign Affairs

Switzerland, Swiss Agency for Development and Cooperation (SDC)

United Kingdom, Department for International Development (DFID)

United States, United States Agency for International Development (USAID)

United States, Millennium Challenge Corporation (MCC)

Annex 2

Phone interviews¹³ were conducted with:

Áine Doody, Assistant Principal, Irish Aid (former Chair of the DAC Network on Gender Equality).

Áine Hearn, Senior Evaluation Specialist, Evaluation and Audit Unit, Department of Foreign Affairs and Trade, Ireland.

Andrew Morrison, Chief of the Gender and Diversity Division, Inter-American Development Bank.

Annika Törnqvist, Head of Development Cooperation, Kvinna till Kvinna (former Chair of the DAC Network on Gender Equality).

Berit Aasen, Senior Researcher, Norwegian Institute for Urban and Regional Research.

Cathy Gaynor, Independent Consultant.

Christine Faveri, Team Leader, TSSD - Gender Equality, Geographic Programs Branch, Foreign Affairs, Trade and Development Canada.

Diana Rivington, former Director of Human Development and Gender Equality, Canadian International Development Agency (former Chair of the DAC Network on Gender Equality).

Earnán O'Cléirigh, Senior Development Specialist, Effective Responses to Poverty and Inequality, Policy, Planning and Effectiveness Section, Irish Aid.

Elisa Cavacece, Development Specialist, Gender and Social Protection Advisor, Policy, Planning and Effectiveness Section, Irish Aid.

Ineke van de Pol, Counsellor for Press and Culture, Embassy of the Kingdom of the Netherlands in Japan.

Janne Andresen, Senior Advisor, Department for Economic Development, Gender and Governance, Section for Rights and Gender Equality, Norwegian Agency for Development Cooperation.

Jennifer Myles, First Secretary (Development), Embassy of Canada in Afghanistan.

Kemi Williams, Country Director of Girl Hub Nigeria. Previously Senior Gender Adviser, Department for International Development, United Kingdom.

Malcolm Ehrenpreis, Senior Gender Specialist, World Bank.

Marie Powell, Senior Policy Analyst and Team Leader, Human Development and Gender Equality, Strategic Policy and Performance Branch, Canadian International Development Agency.

Melissa Stutsel, Director, Gender Equality Policy Section, Australian Agency for International Development (Chair of the DAC Network on Gender Equality).

¹³ The following interviews took place in 2013. The list reflects the functions held by the interviewees at the time of their interview.

Pauline Chabbert, Policy Officer on Gender Issues/Education, French Ministry of Foreign Affairs (GENDERNET Bureau Member).

Rahul Malhotra, Deputy Head of DFID Rwanda, Department for International Development.

Ros Ebdon, Gender Team Leader, Department for International Development, United Kingdom.

Rosalind Eyben, Research Fellow, Institute of Development Studies, University of Sussex.

Saskia Ravesloot, Gender Expert, Belgian Development Agency (GENDERNET Bureau Member).

Shireen Lateef, Senior Gender Advisor, Office of the Vice-President for Knowledge Management and Sustainable Development, Asian Development Bank.

Soraya Hassanali, Senior Gender Equality Specialist, Policy and Strategic Planning Division, Multilateral and Global Programs Branch, Foreign Affairs, Trade and Development Canada.

To Tjoelker, Head of Country Office in Mali, Ministry of Foreign Affairs, Netherlands (former Chair of the DAC Network on Gender Equality).

