

Gender Equality Action Plan 2007-2009

Making faster progress to gender equality

1. What is this action plan for?

1.1 This Gender Equality Action Plan (GEAP) explains how the Department for International Development (DFID) will help developing countries to achieve gender equality and women's empowerment.

1.2 In 2006, DFID published a White Paper, called '*Eliminating World Poverty: making governance work for the poor*' which committed us to making our work on gender equality and women's rights more of a priority.

1.3 The Plan explains what action we will now take. It sets out how DFID can better use its partnerships, its money, and the way we manage our staff to make a lasting difference to gender equality and women's empowerment.

2. Why does gender equality matter?

2.1 Gender equality is a goal in its own right, and has a vital role to play in achievement of the Millennium Development Goals (MDGs). Progress on gender equality is a critical factor in achieving all the Goals. MDG3 specifically commits the international community to promote gender equality and the empowerment of women.

'It is impossible to realize our goals while discriminating against half the human race.'

(Kofi Annan, 2006)

2.2 There is increasing evidence of the link between making progress on gender equality, and making progress on all the other development objectives. Tackling gender inequality in access to services and resources is proven to increase women's productivity, and reduce poverty and hunger. Economically empowered women play a more active role in household decision-making, with greater bargaining power to increase spending on education and health. Educated girls and women have better opportunities for entrepreneurship and to earn higher wages, lifting themselves and their families, out of poverty. They also tend to be better informed about the risk of HIV, meaning they are more likely – and better able – to negotiate safer sex. The ability of women to make free and informed choices regarding their sexual and reproductive lives underpins their ability to control all other areas of their lives.

The cost of failing to reach MDG 3

Failing to reach MDG3 on gender equality and women's empowerment will lead to heavy economic costs. Missing the target for gender parity in primary and secondary education could lower a country's annual per capita growth rates by 0.1 - 0.3 percentage points.

(Abu Ghaida and Klasen, 2004)

2.3 At its heart, gender equality and women's empowerment is a political issue, needing a political response, and not a technical one. It means that the international community has to address the wider issues of promoting justice for everyone, tackling discrimination and upholding women's rights. The evidence from across the world shows that when more women participate in politics, either formally or informally, their access to services, jobs and education – and rights, more generally – improve.

Women are still under-represented in politics

- Women remain severely under-represented in political and decision-making positions.
- Male-dominated political systems often reflect male biases, in terms of policies and practices, and do not serve the needs of women and men equally.
- Women hold only 8% of parliamentary seats in the Democratic Republic of Congo.
- In Nigeria, only 4% of MPs are female.

2.4 Making progress towards meeting the MDGs and providing more social justice means more direct action is needed to promote women's rights and freedoms as ends in themselves alongside improving women's access to services, and economic and political opportunities, and reducing violence against women. Addressing gender inequalities will require a widespread change in attitudes and perceptions. It is critical that men and boys are involved in this process of change, particularly in situations of

violence, unrest and conflict. DFID will help developing countries meet these challenges.

The broad impact of discrimination

DFID's progress report on implementing the girls' education strategy finds that when women and girls do not have equal rights, this can lead to restricted mobility, high levels of gender-based violence, under representation in decision making bodies, and poor access to water and sanitation facilities – and this last issue is a critical factor in determining whether or not girls go to school.

Gender and violent conflict

Violent conflict is often sustained by leaders who deliberately exploit a sense of powerlessness among men and boys.

In Rwanda, Nigeria and Sierra Leone, for example, local leaders coerced and manipulated young men and boys to take up arms based on distorted ideals of 'what a man should be'. (Centre for Human Dialogue, 2006)

3. The Gender Equality Duty

3.1 Under the Gender Equality Duty of the 2006 Equality Act, public bodies in the UK are required to promote equal opportunities between men and women by building gender equality into their work and how they do it.

3.2 The Duty also requires Government Departments to set out their plans in a Gender Duty Scheme. DFID will develop and publish our Gender Duty Scheme by April 2007, which will set out how we are promoting gender equality in all our development policy and programmes, as well as in all our employment practices.

4. What have we learned from earlier work on gender?

4.1 Within DFID, we already do a great deal to achieve gender equality and women's empowerment. But this Plan aims to change all aspects of DFID's business and systems to help us to do better. We want to use the lessons that we – and others - have learnt in order to do this.

4.2 For example when we looked at our work on education and health we found that we were achieving impact on the ground where we and others were:

- asking the right questions, at the right times;
- prepared to challenge those who ignore or overlook gender equality and the rights of women
- championing evidence and demonstrating the real differences and improvements being made

4.3 An independent evaluation of our work on gender equality published in August 2006, the 2006 Peer Review of UK Development Assistance by the Organisation of Economic Cooperation and Development's Development Assistance Committee (OECD DAC) and a review of best practice on gender mainstreaming have provided us with important lessons.

4.4 The evaluation identified areas of strength in DFID's approach to promoting gender equality;

- our work in education and health showed good evidence of addressing gender equality;
- DFID had played an important role in international discussions on gender equality;
- DFID-funded research had had a worldwide influence;
- DFID had developed significant partnerships on gender equality, at national and international levels.

4.5 An important lesson is that our commitment at policy and strategy level has been strong, but that we have failed to fully and consistently translate that commitment into actions that made a difference on the ground. As our practice was inconsistent, the impact we had was uneven.

4.6 Other organisations like the World Bank, Oxfam and development agencies from Nordic countries have learned similar lessons from their experience on gender. The World Bank has adopted an action plan like ours.

5. Who is responsible for implementing the action plan?

5.1 Overall responsibility rests with Mark Lowcock, Director General Policy and International. He will report periodically to Ministers on progress. He is supported by:

- a Gender Equality Champion in each Division in DFID. The Champion will be responsible for ensuring implementation of the actions agreed in their Divisions, making sure that staff get the help they need, promoting lesson learning and identifying what more needs to be done.

- Equity & Rights team in Policy and Research Division. Those team members working on gender equality issues provide a central source of advice and support.

5.2 Every six months, all Divisional Gender Equality Champions will meet to review progress, and agree further work.

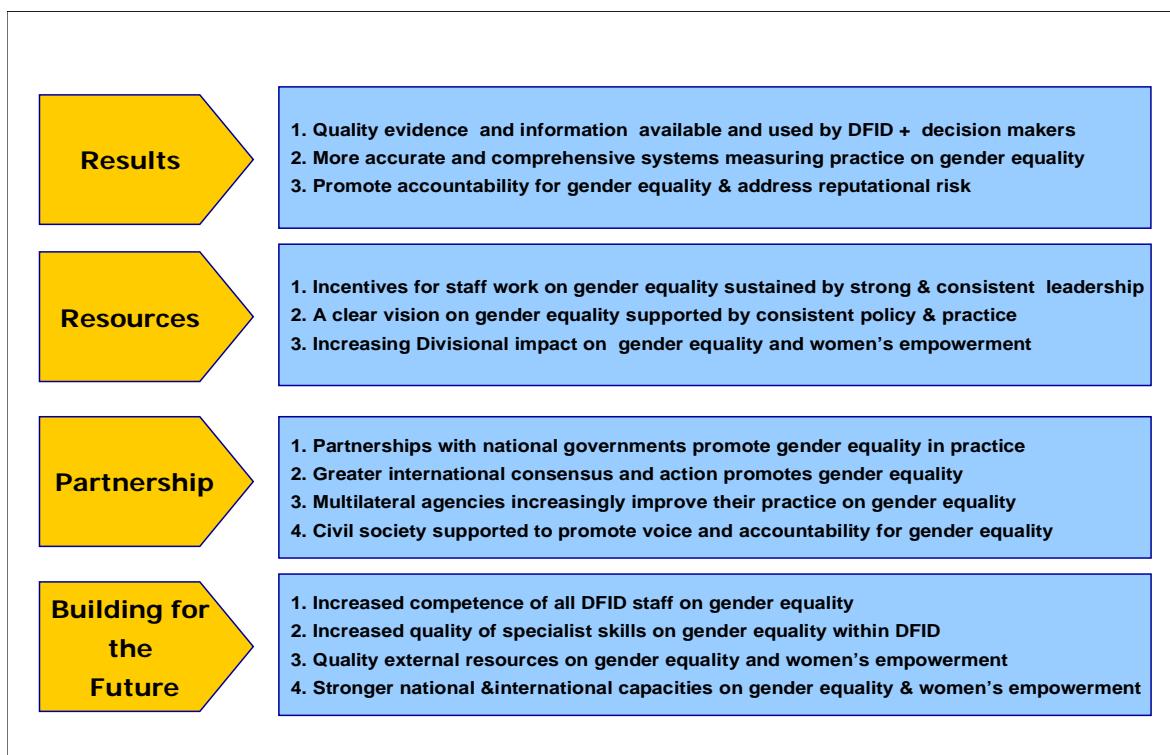
5.3 Every year, we will review the Gender Duty Scheme and make our progress report available to the public. In Annex B, we have set out indicators for this Plan and will develop these for the Gender Duty Scheme. We will set out the conclusions from each review of the Gender Duty Scheme in DFID's Annual Departmental Report. In 2009, we will conduct a thorough evaluation of our practice and revise the Gender Duty Scheme.

6. What does the Action Plan cover ?

6.1 Details are set out in Annex A. The Plan is a "living document" so will be updated periodically. It groups DFID's activities into four main areas:

- Results;
- Building partnerships;
- Using our resources; and
- Planning for the future.

Figure 6: Gender Equality Action Plan: Objectives



7. Where can I get more help?

7.1 You can contact your Divisional Gender Champion, through your Director's office.

7.2 You can also contact Equity & Rights Team in Policy and Research Division (Gerard Howe: g-howe@dfid.gov.uk or Alison Kennedy: a-kennedy@dfid.gov.uk).

7.3 We will be producing a publication which will give examples of where governments, DFID or other organisations have successfully made a difference to gender equality.

7.4 Guidance and good practice notes are being developed on integrating gender equity throughout DFID's work as part of the action plan (see below).

Annex A : GEAP Framework

Focus Area A: Results

Changing our working practices means we need to have more good evidence demonstrating the impact that gender equality and women's empowerment issues can have on our work. Whilst the body of evidence is increasing and has already led to gains in certain areas, such as education and health, in other areas such as security or climate change, more quality evidence is needed. Also, much of our increased knowledge is not yet being reflected in DFID's business planning and decisions. We need to ensure that our evidence is robust, meets national priorities and is available to decision-makers and advocates in a manner that matches their practice and needs.

DFID's country offices have a vital role to play to ensure that the demand for evidence is correctly met. DFID systems must also be capable of tracking the contribution we are making to gender equality, and evaluating the Department's progress towards meeting our commitments.

A: Results Develop better evidence about the impact of gender equality and women's empowerment issues; then use this evidence to achieve development goals and secure human rights			
Objectives	Outputs	Key indicative activities	Responsibility
A1. Quality evidence available and used by DFID, decision makers and advocates	A1.1 In Country Assistance Plans (CAP), programme analysis and through Country Governance Analysis (CGA) , DFID country offices review and assess evidence on gender equality and women's empowerment	<ul style="list-style-type: none">▪ DRC, Ghana, Kenya CGAs in 2007 include baseline and review of gender equality▪ Africa Division : Ensure CGAs informed by Africa Peer Reviews and/or UNECA Gender Development Index Reports▪ India: Set gender-related indicators of development impact for each DFID-India programme;, set baselines and monitor annually▪ Bangladesh: Develop sex-disaggregated monitoring of progress indicators in all relevant programmes▪ Latin America: Improve outcome indicators for Latin America Team's Annual Plan, to ensure these indicators reflect gender equality and women's empowerment and to provide gender-disaggregated information to track progress	A1.1 Regions, Policy& Research
	A1.2 Stronger focus on generation of evidence, statistics and indicators	<ul style="list-style-type: none">▪ Cambodia: Support government to integrate gender indicators into monitoring framework for national poverty plan▪ Nepal: Support development of national poverty monitoring and analysis system on inclusion and disaggregated indicators	A1.2 Policy & Research, Regions, Global Development Effectiveness

A: Results

Develop better evidence about the impact of gender equality and women's empowerment issues; then use this evidence to achieve development goals and secure human rights

Objectives	Outputs	Key indicative activities	Responsibility
		<ul style="list-style-type: none"> ▪ Ghana: support building capacity of the Ministry of Women's Affairs in monitoring and evaluation ▪ Develop an evidence base on aid effectiveness and gender to inform DFID's position at Ghana High level Forum in 2008 ▪ South East Asia and China: Ensure Output to Purpose Reviews and Project Completion Reports clearly incorporate assessment of gender impact, where appropriate ▪ Contribute to World Bank's Gender Action Plan ▪ DFID Results Action Plan, demonstrate commitment to gender equality results ▪ Implement two major research streams on women's empowerment 	
	A1.3 Manage evidence on gender equality and women's empowerment ,so that it is used by DFID, our partners, and across Whitehall	<ul style="list-style-type: none"> ▪ Develop guidance that increases integration of gender equality and effectiveness of communication in DFID-funded research ▪ Produce and circulate lessons learnt from country offices and regions 	A1.3 Policy & Research, Regions, International, Communications
A2. More accurate and comprehensive systems for measuring practice on gender equality	A2.1 DFID's Main business systems, Policy Markers (PIMS), sector coding and ARIES better record and measure gender equality A2.2 Guidance for country offices, including Country Assistance Plans (CAP) clear on reporting for gender equality	<ul style="list-style-type: none"> ▪ Review marking systems ▪ Draft and circulate guidance to all country offices ▪ Contribute to the annual review of CAP guidance 	A2.1 Finance and Corporate Performance, Policy & Research
A3 Promote accountability for gender equality and address reputational risk	A3.1 Produce and annually review Gender Duty Scheme and indicators on policy, programme and human resource planning and business A3.2 Evaluation Divisions' Quality Assurance Standards integrates gender equality requirement	<ul style="list-style-type: none"> ▪ Publish the Gender Duty Scheme in April 2007 ▪ Develop indicators in 2007 and evaluate the Gender Duty Scheme in 2009 ▪ Draft a specific and substantial section on gender equality in DFID's Departmental Report 2007 ▪ Evaluation Division develops options for integration 	A3.1 Finance and Corporate Performance, Human Resources and Policy & Research A3.2 Finance and Corporate Performance

Focus Area B: Resources

DFID has a significant range of resources available to help us to create change. Here, we focus on those areas our resources can be used the most effectively. Strong leadership, a clear vision and appropriate incentive structures will be important agents for change. Clear policy commitments must be translated into consistent, successful and easy-to-replicate practices on the ground. We need to develop stronger links between our policy objectives and our practice, particularly at the country and regional levels.

B: Resources Use our human, financial and policy resources more effectively in support gender equality and women's empowerment			
Objectives	Outputs	Key Indicative activities	Responsibility
B1. Incentives for staff to work on gender equality created and sustained through strong and consistent leadership	<p>B1.1 Ministers and senior management strongly signal DFID's commitment to gender equality and women's empowerment</p> <p>B1.2 Director General Gender Champion and Divisional senior management champions should hold and exercise responsibility to promote gender equality and challenge gender invisibility</p>	<ul style="list-style-type: none"> ▪ Coverage of gender in main Departmental publicity and speeches ▪ In international meetings and visits to country offices, senior management reinforces gender equality and women's empowerment ▪ Nominate individuals and agree responsibilities in forward job plans for implementing Divisional and country gender planning 	<p>B1.1 Top Management, Policy & Research</p> <p>B1.2 Divisions, Top Management Group</p>
B2. A clear vision on gender equality and women's empowerment supported by consistent policy and practice	<p>B2.1 DFID's Corporate Plan articulates links between core objectives; and business processes; and gender equality and women's empowerment</p> <p>B2.2 Integrate gender equality and women's empowerment in new policy development</p> <p>B2.3 Undertake new policy work, guidance and good practice notes on addressing gender equality in main policy areas and which are relevant to country contexts</p> <p>B2.4 DFID's programme management guidance (Blue Book) supports</p>	<ul style="list-style-type: none"> ▪ Integration of gender equality into Corporate Plan, to be published by Dec 2007 ▪ Priorities (06/07) : Ensure forthcoming policy papers on conflict, health, results, UN reform, water and work with multilaterals, are strong on gender ▪ Africa Division/PD/GDED : development of guidance on country- led approaches and aid effectiveness ▪ South East Asia: develop policy guidance ▪ Policy Division/ GDED priorities for gender policy work are (06/07): growth, climate change, political governance, aid and development effectiveness, country-led approaches, gender-based violence, gender budgeting ▪ Strongly promote and circulate policy and guidance and incorporate feedback from country offices on how useful they were ▪ Blue Book programme management guidance reviewed in 2007 	<p>B2.1 Finance and Corporate Performance Human Resources, Policy & Research</p> <p>B2.2 Policy and Research, United Nations Conflict and Humanitarian</p> <p>B2.3 Policy and Research, Global Development Effectiveness Division, Regions</p> <p>B2.4 Finance and Corporate</p>

B: Resources

Use our human, financial and policy resources more effectively in support gender equality and women's empowerment

Objectives	Outputs	Key Indicative activities	Responsibility
	strengthened work on gender equality and achievement of the Gender Equality Duty		Performance, Policy & Research
	B2.5 Quality communications and outreach strategy on gender equality and women's empowerment	<ul style="list-style-type: none"> ▪ Draft and agree the strategy 	B2.5 Communications, Policy and Research
B3. Divisions set out, implement and review practice on gender equality and women's empowerment	<p>B3.1 Country offices, regional and central divisions develop and implement their plans for strengthened work on gender equality and women's empowerment and include this information set out in Directors Delivery Plans (DDPs) and Country Assistance Plans (CAPs)</p>	<ul style="list-style-type: none"> ▪ Bangladesh: Develop Gender Equality Action Plan for DFIDB: to complement CAP 2007 ▪ India: Develop a DFID India Gender Strategy to inform CAP and align with Government of India's 11th 5 year plan ▪ Middle East and North Africa department develop Gender Strategy ▪ Cambodia: carry out Gender Assessment and implement key recommendations ▪ Africa Division : Ensure CAP planning incorporates assessment of gender equality issues ▪ Caribbean: identify a gender policy and gender goals in new Regional Action Plan ▪ Latin America: prepare strategies for addressing gender equality in main regional focus areas in Latin America ▪ EMAAD: by June 2008 undertake stocktake of EMAAD's performance against the Divisional gender equality action plan ▪ Gender inequality considered as cause of exclusion in DFID Social Exclusion Assessments ▪ Policy and Research Division provide a review function on request for Divisions wishing to assess and increase impact of programmes on gender equality 	B3.1 Divisions
	B3.2 Six monthly cross-Divisional meeting reviewing performance on gender equality and women's empowerment - chaired by Director General Gender Champion	<ul style="list-style-type: none"> ▪ First meeting March 2007 ; review progress and share good practice on strengthened work on gender equality 	B3.1 Divisions

Focus Area C: Partnerships

DFID can only bring about a positive change in the lives of women and men in the developing world in partnership with others. Here, we outline the partnerships that we believe are vital to helping us achieve the greatest possible impact in our work on gender equality and women's empowerment. We will work closely with national governments, regional organisations (including the EC, AU and regional development banks), international bodies (including the UN, World Bank, Global Funds and OECD DAC), civil society organisations and other UK Government departments to develop coordinated strategies to create lasting change.

C: Partnerships Build partnerships that will make a significant national and international contribution to gender equality and women's empowerment			
Objectives	Outputs	Key indicative activities	Responsibility
C1. Partnerships with national government promote gender equality and women's empowerment in policy and practice	C1.1 Increasing integration of gender equality and women's empowerment objectives into poverty reduction strategies, national policy frameworks, and in practice including performance monitoring	<ul style="list-style-type: none"> ▪ DRC: Support World Bank PRSP Advisory Note recommendation to integrate gender equality in poverty diagnosis in PRSP ▪ Pakistan: Gender equality part of planned Development Partnership Agreement dialogue process; gender highlighted when agreeing benchmarks ▪ Gender and growth assessments in Tanzania, Nigeria and Ghana in 2007 ▪ Tanzania: take forward work on gender-sensitive budgeting as part of overall support to PRS ▪ Rwanda: Integrate findings of gender audit in Rwanda inform design of CAP and next generation PRS ▪ Support strengthened lesson learning and guidance based on country programme experience 	C1.1 Regions, Policy and Research
	C1.2 DFID should increasingly mention gender equality and women's empowerment issues in any national debates on aid and development effectiveness	<ul style="list-style-type: none"> ▪ Share best practice and learning in Ghana on JAS and gender ▪ Join Nordic + in reviewing gender mainstreaming in specific countries (Tanzania, 2007) ▪ Western Balkans: at least two countries take account of gender equality in pre-accession planning 	C1.1 Regions, Policy and Research
C2. DFID should strive to create greater international consensus and action around	C2.1 HMG position in international discussions on gender equality and women's empowerment should be informed by DFID's learning and practice on the ground	<ul style="list-style-type: none"> ▪ Inform the UK's contribution to the high-level international conference on gender equality and women's economic empowerment in February 2007 	C2.1 Policy and Research, Global Development Effectiveness, Regions

C: Partnerships

Build partnerships that will make a significant national and international contribution to gender equality and women's empowerment

Objectives	Outputs	Key indicative activities	Responsibility
promoting gender equality and women's empowerment		<ul style="list-style-type: none"> ▪ Africa Division: should consider how to incorporate women's rights issues into discussions with the private sector, Ethical Trading Initiative and EITI. ▪ Overseas Territory Department: should work closely with FCO to promote ratification of CEDAW by all OTs 	
	C2.2 Generate more international momentum to put a high-level progress review and agreement on the international agenda		C2.2 United Nations Conflict and Humanitarian, Policy and Research
	C2.3 Make more mention of gender equality and women's empowerment issues in international debates on aid effectiveness and the Working Party on Aid Effectiveness (WP-EFF)	<ul style="list-style-type: none"> ▪ Actively support the DAC Gendernet, and finance workstream on gender and aid effectiveness ▪ Use disaggregated data and monitoring impact on women and gender equality to inform the DAC High Level Forum on Development Effectiveness in Ghana, in 2008. ▪ Actively support the WPEFF to mainstream gender issues across their work ▪ Act as the lead for Gendernet on improving evidence in relation to aid effectiveness, country-led work and gender: feed that information into the DAC's High Level Forum in Ghana 2008 ▪ Make a substantive contribution to Ghana 2008, including national-level evidence and International debate 	C2.3 Policy and Research, Global Development Effectiveness
	C2.4 Support Regional Fora to take forward or develop positions in relation to gender equality; and influence international debates and members' policies	<ul style="list-style-type: none"> ▪ Pan-Africa: Provide further support to AU Gender Commission and UNECA's work on Gender Development Index 	C2.4 Regions
C3. DFID should encourage multilateral agencies to increasingly improve their practice on gender equality	C3.1 Ensure that DFID's new and current partnership plans with multilateral partners support gender equality	<ul style="list-style-type: none"> ▪ Produce a guidance note for the new Institutional Strategy Papers on gender equality ▪ EMAAD: provide country contribution on gender equality for DFID assessments and revisions of Institutional Strategy Papers ▪ ECAD, MENAD: Ensure that gender equality is reflected in the EC's new instruments (ENPI and IDCEC) and how they are implemented ▪ Western Balkans: demonstrate 	C3.1 UN Conflict & Humanitarian, International Finance, Europe, EMAAD

C: Partnerships

Build partnerships that will make a significant national and international contribution to gender equality and women's empowerment

Objectives	Outputs	Key indicative activities	Responsibility
		<p>how MIPDs took account of gender equality in at least two countries</p> <ul style="list-style-type: none"> ▪ Latin America: Give closer attention to how gender is addressed by IADB regionally, linking with DFIDC and IADB secondees ▪ Latin America: Ensure LAT Trust Funds take gender into account when selecting and implementing projects 	
	C3.2 Work to ensure that a consolidated UN Gender Equality body is delivered; together with a mandate, strategy and the resources needed to make a significant impact on gender equality and women's empowerment	<ul style="list-style-type: none"> ▪ Part of the follow-up to UN System-wide Coherence Panel report 	C3.2 UN Conflict & Humanitarian
	C3.3 Support the effective implementation of the World Bank Gender Action Plan	<ul style="list-style-type: none"> ▪ Provide financial support ▪ Participate on the Action Plan Advisory Board at the top management and senior advisory levels 	C3.3 Policy and Research
	C3.4 Support the effective implementation of Security Council Resolution 1325	<ul style="list-style-type: none"> ▪ 	C3.4 UN Conflict & Humanitarian
	C3.5 Collaborate with the EU to finalise the EU Communication's on Gender Equality and its implementation	<ul style="list-style-type: none"> ▪ Provide support for countries who want to implement the strategy 	C3.5 International Finance and Europe, Policy and Research
	C3.6 Ensure that Global Funds and Partnerships are more focused on improving gender equality	<ul style="list-style-type: none"> ▪ Explore how to work with Global Funds and Partnerships in monitoring and governance frameworks, to ensure that gender equality issues are being properly reported and accounted for 	C3.6 International Finance and Europe
C4. DFID should support Civil society to promote voice and accountability for gender equality and women's empowerment	C4.1 DFID's funding for civil society should encourage a greater focus on gender equality and women's empowerment	<ul style="list-style-type: none"> ▪ Review the guidelines for the Governance and Transparency Fund, Civil Society PPAs and Civil Society Challenge Fund (CSCF) 	C4.1. Communications
	C4.2 Support country offices and enable them to review their partnerships with civil society, to see how they can better promote gender equality and women's empowerment	<ul style="list-style-type: none"> ▪ Lesson learning and good practice produced on gender equality demand and supply interaction in budget support environments e.g. the Ghana Rights and Voice Initiative and Ghana Research and Advocacy programme ▪ DFID SEA: should conduct regional review of support to civil society and contributions to gender equity – with a particular focus on women's political empowerment 	C4.2 Regions, Communications, Policy and Research

C: Partnerships

Build partnerships that will make a significant national and international contribution to gender equality and women's empowerment

Objectives	Outputs	Key indicative activities	Responsibility
C5 British Government is making a strong, coherent and informed contribution to any international discussions about gender equality and human rights.		▪	

Focus Area D: Building for the Future

In order to meet the ambitious objectives set out in this Action Plan, DFID will have to develop more robust capabilities, both internally and externally. Here, we set out what we believe DFID needs in order to secure the lasting commitments and capacity we need to make the greatest impact on gender equality.

D: Building for the Future Build sufficient commitment, competence and capacity to have the biggest impact on gender equality and women's empowerment in the shortest amount of time			
Objectives	Outputs	Key Indicative activities	Responsibility
D1 DFID should increase the competence and skills of all DFID staff in relation to gender equality	D1.1 DFID's core training and induction processes should incorporate information about gender equality. DFID should also develop specific modules on thematic areas, and establish more peer reviews and informal support mechanisms	<ul style="list-style-type: none"> ▪ Review core processes, draft guidance and implement it ▪ Bangladesh: DFIDB Gender Action Plan includes work to build skills of staff ▪ Nepal: DFIDN to finalise its Diversity Action Plan ▪ DFID South East Asia: DFIDSEA and China to pilot gender training, that will focus on main thematic areas for WP III implementation ▪ Africa Division : Include awareness raising on gender into forward job plans; and in Country Office team-building exercises ▪ DRC: Ensure their People Strategy promotes gender equality and diversity ▪ Integrate gender equality goals in the improvements currently being made to DFID's Performance Management System 	D1.1 Human Resources, Policy and Research, Regions
	D1.2 Senior management and peers should recognise any exceptional work by DFID staff on gender equality and women's empowerment	<ul style="list-style-type: none"> ▪ Directors and Director Generals should recognise and support this work through minutes, meetings and the use of special achievement awards 	D1.2 All Divisions
D2. DFID should improve the quality of the specialist skills on gender equality and women's empowerment that are available within the Department	D2.1 Policy Division should be given enough capacity to provide central support and guidance	<ul style="list-style-type: none"> ▪ Ensure that four, full-time staff equivalents are working on gender equality and women's empowerment 	D2.1 Policy and Research
	D2.2 Gender equality should be set within a core technical competence framework for all advisory staff	<ul style="list-style-type: none"> ▪ When reviewing core technical competences try to apply gender equality considerations ▪ Make gender equality a central part of all forward job objectives and training for all Social Development Advisers and Human Development Advisers 	D2.2 Human Resources, Policy and Research

D: Building for the Future

Build sufficient commitment, competence and capacity to have the biggest impact on gender equality and women's empowerment in the shortest amount of time

Objectives	Outputs	Key Indicative activities	Responsibility
D3. DFID should ensure that more good-quality, external resources are available to the Department in relation to gender equality and women's empowerment	D3.1 Ensure that DFID-funded resource centres and other bodies have sufficient capacity to provide quality resources on gender equality and women's empowerment	<ul style="list-style-type: none"> ▪ Review the Governance and Social Development Resource Centre (GSDRC) ▪ Review which other organisations, such as the Commonwealth Secretariat, could potentially provide advice and resources 	D3.1 Policy and Research
D4. DFID should strengthen its national and international capacity for gender equality and women's empowerment	D4.1 DFID should strengthen its international networks and local and regional advocates, to better support gender equality	<ul style="list-style-type: none"> ▪ Review our approaches to trade unions, AU, SADC, Commonwealth Secretariat, Gender and Development Network and national and international women's movements 	D4.1 Regions, Policy and Research, Communications

Annex B: Monitoring Our Progress

We will monitor our own progress through the following outcome indicators, these will be reported on annually within the Gender Duty Scheme reporting; the first progress report will be issued in April 2008. The indicators below will be further developed for inclusion within the Gender Duty Scheme.

Focus Area	Indicator
Results	<ul style="list-style-type: none">▪ Increased availability of sex disaggregated data through national statistical systems, routinely collected, analysed and reported. (Could specify specific data e.g. Income, employment, access to services) and more use of sex disaggregated data in CAP, DDP, JAS.▪ Increased use of sex disaggregated data in monitoring sections of National development strategies.▪ Increased reference to and use of sex disaggregated indicators in CAPs.▪ Clearer and more focused guidance to DFID country teams for gender equality.▪ Increased incorporation of Gender Action Plan (Duty Plan?) objectives into appropriate regional and country plans and programs
Resources	<ul style="list-style-type: none">▪ Increased and more focused reference to gender equality and woman's empowerment in forward job plans of Director General gender champion and divisional senior management.▪ DFID's corporate plan explains links between core objectives and business processes and gender equality and women's empowerment.▪ Increased reference to gender issues, in particular inequality and empowerment within policy papers, practice notes and guidance notes.▪ Proportion of new policy products which address gender inequality and women's empowerment. -We need to work on these to ensure we capture the number of products and depth (quality) of products.▪ Blue book volume 1, makes increased reference to issues related to our work on gender equality.
Partnership	<ul style="list-style-type: none">▪ Increased and more focused reference to gender equality and women's empowerment objectives in Policy reduction strategy papers, national policy frameworks and sector strategies.▪ More and more appropriate indicators for monitoring the changes in gender equality and women's empowerment in monitoring sections of PRSPs.▪ Increased participation and influence from DFID on high level conferences on gender equality and women's economic empowerment. (Increased briefing from DFID being referenced to, increased reference to gender equality and women's empowerment activities in Grid).▪ Increased reference to Gender inequality and women's empowerment in international guidelines and papers on aid effectiveness.▪ Appropriate skills measures and targets set out in the balance scorecard, to highlight gender equality and women's empowerment in DFID.▪ Indicator focusing on monitoring our increased influence, and support to improve the work of other donors in this area

Building for Future	<ul style="list-style-type: none">▪ International networks which support gender equality have increased support and a higher profile. E.g. DAC Gender net, Gender statistics network.▪ International networks which support gender equality are more effective.▪ Increased reference to gender equality and women's empowerment in PMF objectives for A grade staff.▪ Increased training in gender equality and women's empowerment issues, available and provided to larger numbers of DFID staff.
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