

DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

GENDER EQUALITY (DUTY) SCHEME

2007-2010

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Foreword by Permanent Secretary

Equality is at the heart of DFID's work. Our mission is to eliminate poverty by achieving the Millennium Development Goals and gender equality is central to reaching these Goals.

The Sex Discrimination Act (1975) has been amended by the Equality Act (2006) to place a duty on public authorities to ensure that they promote equality between women and men and transsexuals both in their employment practices and in their business. DFID is committed to promoting gender equality in all our work and to reinforce this commitment in the way we demonstrate our values as an organisation, and approach our employment responsibilities.

We have already made significant progress in moving forward the agenda on gender equality both in our workplace and in the delivery of our development work.

This Gender Equality (Duty) Scheme outlines what more we intend to do promote and achieve DFID's overall commitment to gender equality.

Whilst the statutory requirements of the Duty only apply to work in the UK, given the importance of gender equality both in its own right and in contributing towards achievement of the Millennium Development Goals, we will aim to apply the **principles** of the new duty across all our work as far as possible. We will also apply these to the way in which we employ Staff Appointed In-Country (SAIC) where the terms of the Duty do not conflict with local law. In this way, we will send a clear signal both to DFID staff and to our external partners of the importance which we our organisation attaches to gender equality and it's central place in our objectives.

Everyone in DFID is responsible for taking forward our action plan and we will work with our partners to promote better awareness of gender equality and emphasise the importance we attach to this issue.

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1. DFID AND ITS BUSINESS

What's our goal?

1.1 DFID is responsible for leading the UK Government's contribution to promoting development and the reduction of poverty. The overall objective of DFID is the elimination of world poverty through achieving the Millennium Development Goals.

1.2 The Eight Millennium Development Goals are to:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV and AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

1.3 More information on the Millennium Development Goals can be found on DFID's external website at <http://www.dfid.gov.uk/mdg/>

Why is gender equality important?

“It is impossible to realise our goals while discriminating against half the human race” (Kofi Annan, 2006)

1.4 Gender equality and the empowerment of women are important goals in their own right but are also vital to poverty elimination, and achievement of **all** the Millennium Development Goals. Across the world 1.2 billion people survive on less than \$1 a day, and women are disproportionately represented in that group. Women and girls face discrimination and disadvantage in almost every part of their lives – and as such their potential contributions to peace, justice, prosperity and the future are not fully realised.

1.5 Women remain significantly underrepresented in political and decision-making positions – across the world women make up just 17% of parliamentarians. Girls remain less likely to be educated than boys, for every 100 boys not in school there are 133 girls. In countries where there is conflict boys are more likely to be forced into joining conflict and women and girls are more likely to be subjected to violence. In India, Nepal and Thailand, fewer than 10% of women farmers own land. In sub-Saharan Africa, women produce up to 80% of basic foodstuffs. But a survey of credit schemes in five African countries found women received less than 10% of the credit given to male smallholders.

1.6 Although much progress has been made in the UK, women still remain underrepresented in political positions and senior roles in organisations, and a pay gap still exists in many jobs between men and women where they do the same or similar roles. More women are subject to domestic violence and more women are likely to end up in poverty because they are the main carers in families and therefore, are less likely to have pension security. While there has been progress and improvement in women's equality there is still more to do.

1.7 Experience shows us that where women have equal chances in education, work or in politics, they make a real and lasting difference, one that has universal benefits

DFID Values

1.8 DFID's values define the way in which we intend to live up to our strategic aim of halving world poverty by the year 2015. They also provide a framework for improved performance and the way in which we work with staff and partners.

1.9 Our values are:

- ambition and determination to eliminate poverty
- diversity and the need to balance work and private life
- ability to work effectively with others
- desire to listen, learn and be creative
- professionalism and knowledge

All our policies, processes and actions are underpinned by these values.

DFID's Gender Equality strategy

1.20 DFID has put a high emphasis on gender equality in all areas of its work, including its business objectives and its internal agenda.

1.21 Ending discrimination and promoting equality of opportunity are at the heart of our poverty reduction efforts. Global commitment to promoting gender equality is articulated throughout the Millennium Development Goals; and in particular MDG3 that focuses the international community on the achievement of gender equality and the empowerment of women. DFID's work on gender equality is also underpinned by UK commitments to international conventions on human rights, which are based on the universality of rights and the equal worth of men and women. The UK is a party to the 1979 Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), and the 1995 Beijing Declaration and Platform for Action.

1.22 We also recognise that work to promote gender equality in our policy and programmes, and in our employment practice are interdependent and mutually reinforcing. To be credible in urging partners to take action to reduce gender inequality and discrimination, we need to demonstrate our own commitment to gender equality within DFID, in terms of workplace policy and the signals that we give to staff about the seriousness with which the organisation views the issue.

1.23 Moreover, an assessment of current international best practice and the approach taken in the UK gender equality duty, both stress the importance of a holistic approach to achieving gender mainstreaming and equality.

DFID's three main overarching Gender Equality objectives are to:

- 1. Strengthen mainstreaming of gender equality and women's empowerment into the full range of policy dialogue, programme lending, research and project work that we use to achieve poverty reduction;*
- 2. Influence the policy and practice of other organisations with which we work, including multilateral organisations, civil society and our suppliers;*
- 3. Continue to move forward and strengthen our work to promote gender equality in our employment functions and linkages with the UK public.*

1.24 We have already developed a Gender Equality Action Plan (GEAP) (attached at Appendix B) which covers our policy and programming work. This responds to the findings of an extensive evaluation (2006), which showed that we needed to be more consistent in applying gender equality and women's empowerment in our work, have stronger leadership across the organisation, better staff skills and information systems on gender equality.

1.25 The GEAP launched by the Secretary of State on International Women's Day (8 March 2007) provides a strategic framework for DFID's work in this area, outlining how DFID will use its partnerships, its money and its staff to make a lasting impact on gender equality and women's empowerment in its service delivery. In launching the GEAP the Secretary of State said:

“Whilst we've had some great successes, we haven't been as good as we wanted to be on gender equality and women's rights. This Plan gives us a chance to do better from now on. I encourage you to look at the Plan and think about how your work, wherever and whatever that is, can help achieve gender equality and women's rights – and then to go out and do it. I want this to be a regular part of what we do. I've committed to do more, to raise the question of women's rights where I can, I've asked our senior managers to do the same, and I hope you'll join us in making the difference.”

1.26 The Director-General for Policy and International (Mark Lowcock) is the Top Management Group Gender Equality Champion and is responsible for overall supervision and implementation of the Gender Equality Action Plan. Gender Equality Champions have been appointed at Divisional level (and in some cases in Country Offices) across DFID. The key roles of these Champions will be to provide leadership on gender equality, to review progress on implementation of Divisional objectives on gender equality and to advocate for key strategy documents, such as Director's Delivery Plans, to fully reflect and guide good practice. The Gender Champions will meet every six months to review progress in implementation of the Plan; share lessons-learned and set future priorities.

1.27 Not all parts of DFID's business are covered in the GEAP as required by the new gender equality duty. The work outlined in this Gender Equality (Duty) Scheme will build on the actions set out in the GEAP by stating how DFID will take forward its objectives on employment practice and in providing more detail on our programme and policy work in the UK. The GEAP and the Scheme are interlinked and overlap in some areas. In addition to meeting statutory requirements, the actions in the Scheme will enhance DFID's ability to achieve its overall goal of poverty reduction and gender equality as captured in our Millennium Development Goals. Together these plans aim to embed gender equality more strongly into the organisation.

1.28 DFID's work overseas forms the largest part of what we do and although this is not covered by statutory obligations of the Duty, many principles of the Duty are ones that are at the heart of our work for many years. We will therefore aim to apply the principles of the new duty across all our work as far as possible, as best practice, through implementation of the Gender Equality Action Plan.

DFID's Gender Equality Action Plan and our response to meet the Gender Equality Duty defines our overall commitment to gender equality in DFID.

2. WHAT IS THE GENDER EQUALITY DUTY?

General Duty

2.1 The Sex Discrimination Act 1975 placed a duty on all organisations to eliminate unlawful discrimination and harassment on the grounds of gender [1] and the Equal Pay Act 1970 to eliminate unlawful discrimination on the grounds of pay. The Equality Act 2006 amends this Act and places a statutory duty (known as the general duty) on public authorities, when carrying out all their functions in the UK to:

- eliminate unlawful discrimination and
- eliminate harassment
- promote equality of opportunity between men and women.

[1] Sex is used to describe the biological differences between men and women. Gender refers to the social roles and relationships that shape men and women's lives. The Gender Equality Duty also requires authorities to eliminate unlawful discrimination and harassment against transsexual people in employment and training.

Specific Duty

2.2 In order to meet the General Duty organisations need to undertake some specific duties. These are to:

- prepare and publish a Gender Equality Scheme which shows how it will meet its general and specific gender equality goals
- consider and include objectives to address the causes of the gender pay gap
- gather and use information on how the authority's policies and practices affect gender equality in the workforce and in the delivery of services
- consult stakeholders (employees, service users and others) and take account of the relevant information to determine its gender equality objectives
- assess the impact of its current and proposed policies and practices [2] on gender equality in the UK
- implement actions set out in the scheme within three years
- report against the scheme every year and to review it every three years.

The first scheme will be published by 30 April 2007.

[2] Policies and practices are broad terms and cover all aspects of a public authority's activities, decisions, regulatory power, policies, procedures, services and functions for which they are responsible.

Scope of the Duty

2.3 The legal duty to promote gender equality covers both employment and an organisation's public functions. When considering gender equality we will also take into account ethnicity, disability, sexual orientation and age as they impact on gender equality.

2.4 The majority of DFID's business is undertaken overseas. In meeting its duty in the UK, DFID has assessed that the scope of its duty in the UK covers:

- Employment
- Civil society
- Communications
- Procurement
- Partnership working

2.5 Although the legal obligations of the Gender Equality (Duty) Scheme are not applicable to our work overseas, DFID intends to apply these principles to our Staff Appointed In-Country (SAIC) where local law permits. As mentioned DFID already has a strong gender equality focus in its programming and is committed to take forward the principles of the duty as best practice to support the Millennium Development Goals.

3. DFID'S GENDER EQUALITY (DUTY) SCHEME - GEDS

Consulting on the Scheme

3.1 In developing the Scheme, DFID took into account the progress it has made to date on gender equality in both employment and policy and programming.

3.2 Consultation with staff from a cross section of functions has been undertaken along with key leads in Human Resources, the Diversity and Gender Champions, the Heads of business areas, the external partners meeting held by the Equity and Rights Team (Policy Division), focus groups, staff networks and the Trades Unions (see Appendix C for list of consultees).

3.3 General reports identifying gaps in gender equality, employment monitoring information, procurement and supplier monitoring were reviewed, including DFID's diversity agenda priorities and its response to the Civil Service wide Diversity 10 Point Plan.

3.4 DFID will continue to liaise with these individuals/groups (including the Trade Unions and Staff Associations) on progress and implementation of the Scheme and on impact assessments of its policies and priorities. We will also review the consultation profile each year to ensure that it is representative of a wider diversity profile.

3.5 Four key questions (listed below) formed the basis for the consultation discussions internally:

1. What progress has DFID made in taking forward gender equality?
2. How does gender equality fit into your area of responsibility?
3. What are the gaps in achieving equality on the basis of gender?
4. If nothing else was considered, what would be the one thing you think should be done by you or DFID to promote gender equality?

3.6 The main themes that emerged from the consultation on GEDS were:

- DFID is seen by staff as an employer who has made progress on improving the gender balance at all levels and functions in DFID
- DFID is seen by staff as being ahead of many other government departments in gender equality
- Annual diversity monitoring is in place to help identify any inequality gaps and there is an annual audit of pay for staff below senior civil service level
- The key driver for this success has been leadership from the top, including the Permanent Secretary and the Management Board

- DFID is also committed as part of its Corporate Social Responsibility to increase the diversity of the supplier pool in its procurement activities, which cover race, disability and gender
- Women are seen as a real asset to delivering DFID's business overseas and in policy making given the aim to reduce poverty for women in developing countries.

DFID's Key Gender Equality Outcomes

3.7 From the consultations, discussions and previous work undertaken in gender equality, DFID has identified key outcomes as set out below.

3.8 The following sections identify the outcomes DFID aims to achieve, sets out the progress DFID has made to date on gender equality and indicates how it intends to continue to eliminate discrimination and harassment and promote gender equality.

Leadership and Talent Management

- Continued high-level public leadership of gender equality in DFID to drive forward change.
- Gender balance in our talent management processes and undertake positive action initiatives, where appropriate to achieve gender equality.

Human Resources

- Women and men are proportionately represented at all levels of the workforce and in all occupational groups.
- No differences between men and women's pay for the same or similar work.
- Staff feel that they work in a harassment free environment.
- Proportionately women and men from all groups feel satisfied and included in decision- making process for policies that impact on them.
- Women and men with caring responsibilities feel supported.
- Flexible working patterns operate at all levels within DFID.
- Transgender people feel supported and valued as potential or current staff.
- Gender equality is considered and integrated into all our policies and functions and decision making relating to the UK and in principle our business and overseas.

- Gender equality is integrated into skills measures and targets when developing a new balance scorecard in DFID.
- Increased inclusion of gender equality and women's empowerment in Performance Management Form objectives for all line managers.

Learning and Development

- All staff feel that they have access to appropriate training, development and career opportunities.
- All staff feel competent to implement gender equality in their role.
- Increased training in gender equality and women's empowerment issues, made available and provided to larger numbers of DFID staff.

Communications

- Raised awareness in the UK, of DFID's work overseas along with positive images of developing countries.
- Increased levels of confidence in the work of DFID within women from Diaspora communities in the UK.

Working with Civil Society

- Increased number of civil society organisations able to actively take on board gender equality in their work.

Procurement

- Partners and UK agencies delivering development work overseas and in the UK meet our gender equality requirements as necessary and specified.
- The UK suppliers and partners to DFID are representative of both men and women in equal numbers.

3.9 These outcomes will be used to measure progress on gender equality. Please refer to Appendix A for the specific actions against the outcomes.

4. MEETING THE GENDER EQUALITY DUTY

The Employment Duty

4.1 The Employment duty is a specific duty in the act and aims to ensure organisations identify and achieve improvements in employment policies and practices and outcomes for their workforce.

4.2 DFID is committed to eliminating unlawful discrimination and harassment in its employment practices and actively promoting gender equality within its workforce. Sections 4.3 to 4.36 sets out progress DFID has made to date in employment and areas where we need to take more action.

Staff Profile and Attracting Potential Employees

4.3 DFID has two office locations in the UK: one in London and another in East Kilbride (Scotland) and approximately a third of our staff work overseas. Current figures show that the department employs 1765 (1719 full time equivalent) Home Civil Service staff of which 49.5% are women and 50.5% are men¹. Further to this another 865 staff are appointed in country (SAIC). SAIC staff are not technically covered by the legislation; however DFID is fully committed to applying the principles of the employment duty to its SAIC staff where it does not conflict with local legislation, see paragraph 4.15 for more details.

4.4 Overall there is a good representation of women and men at the management levels. The main area of concern for DFID has been the under representation of women in the Senior Civil Service (SCS) and the feeder grades just below the SCS. Over the last few years DFID has concentrated its efforts on increasing the gender balance of the SCS. The table below shows the progress made since 2003. The figures for November 2006 include women promoted internally in the most recent promotion round (some may not yet be in post).

Percentages of:	October 2003	April 2005	November 2006	DFID's 2008 Targets	Civil Service 2008 Targets	DFID's Progress Against Targets
Women in the SCS	16	27	36	37	37	
Women in Pay Band 2 and above	18	32	38	35	30	

4.5 Overall, progress on women in the Senior Civil Service (SCS) has been good. DFID has almost achieved its 2008 target of 37% for women in the SCS

¹ To date no person has declared himself or herself to be transgender in DFID. However DFID is making arrangements so that staff have the option to record transgender.

and exceeded its target for women in pay band 2 and above. DFID will now review its targets for 2010.

4.6 DFID also has an extensive Diversity Delivery 10 Point Plan. The 10 Point Plan is an initiative run from the Cabinet Office that aims to take forward Diversity across the civil service. Using a traffic light assessment process, all civil service departments have recently been assessed for their delivery against these commitments. DFID has been assessed as green on 5 of the criteria, and 3 on amber. This shows good progress but also shows areas for further improvement that DFID will now work on .

4.7 Future trends in attracting and recruiting employees to DFID also look promising, in redressing any gender imbalance in the organisation. On the whole DFID attracts a wide range of applicants for its jobs. To ensure that applicants are given an equal chance of appointment, staff involved in recruitment have been trained on equality practice and procedures. DFID will need to ensure that new people involved in recruitment, as a result of Human Resource Transformation, are also trained on good practice in equality practices and procedures.

4.8 To date, in 2007, women made up 40% of individuals who applied for a post in DFID and were 57.1% of those appointed. Men represented 60% of the applicants and 42.9% of those appointed. Diversity monitoring indicates that in 2006, women were more successful at being appointed than men though more applications were received from men. The success of women is an improvement on prior years and has contributed to improving the gender imbalance in recruitment.

4.9 The Civil Service Commissioners have audited DFID's assessment procedures and outreach work and found them to be good practice.

In 2006 DFID received the Opportunity Now (a national organisation working to promote gender equality) Public Sector Award for its work on Women into Leadership. This award recognised the impressive improvements made in gender in the SCS, underpinned by proactive programmes on career development. In 2006 DFID also successfully moved up from Silver to Gold in the Opportunity Now benchmark for gender equality.

4.10 Whilst there has been good progress in achieving a gender balance, targets for the SCS should be stretched even further to cover the life of this scheme to 2010. Also in the future monitoring data should be further analysed and cross referenced to include a breakdown of men and women from black and minority ethnic groups and those with a disability at particular grades, for example how many black and minority or disabled women are there in the SCS.

Career Development and Flexible Working

4.11 In January 2005, DFID carried out research on diversity barriers to career progression and the take up of opportunities to work overseas. The barriers to career progression identified by the research included: having caring responsibilities, the need to accelerate change in approach to the development of women, making the senior roles more accessible to different ways of working, the need for women to meet and support each other. The barriers identified while having an impact on women and men had a disproportionate impact on women's opportunities.

4.12 In response DFID has further promoted its flexible working policy and published the booklet: *Finding a Fit* - which has resulted in a higher take up of the use of variable working patterns. Each request to work flexibly, part-time, reduced or condensed hours and job sharing, for example, is considered individually. More women than men work variable patterns, during the consultation exercise for this Scheme many men said they felt equally able to request different ways of working; however some still feel that it is more difficult for men to make such requests. Other people also feel that the implementation of flexible working depended very much on who your manager is and that some managers do not value flexible working as much as others. This needs to be addressed in future training for leadership and management.

4.13 Top management have communicated that work/life balance is an important issue for DFID; however this will need to be reinforced in the future to ensure that all managers take this issue seriously. Flexibility in working practice is currently practised by some in the Senior Civil Service (SCS) level of the organisation, this needs to be evaluated to see how effectively it works in practice. Importantly DFID has invested £2.5 million in remote working technology over the past four years, this has been essential to the success DFID has achieved in this area.

4.14 To further meet the need to address the barriers for women progressing into the SCS, DFID has introduced the Crossing Thresholds Programme and established a Women's Employee Network to provide support to each other, advice on internal employment policy and to act as a forum for women's development.

Developing Women – Crossing Thresholds:

The Crossing Thresholds Programme was set up to help break the glass ceiling for women who were just below the Senior Civil Service. The programme aims to create a pool of women who feel confident to apply for more senior roles. The first programme was completed in 2006 and the evaluation shows that during the time of the programme several women applied for and succeeded in getting promotion into the SCS. A second cohort is now in progress and lessons are being reviewed.

Feedback from those who participated in the programme indicate that being on the programme has enhanced their confidence and focus in meeting their

career aims. The opportunities to have a mentor, network with each other, have access to senior colleagues and to identify any barriers to women's progression contributed to the success of participants.

The Women's Network:

The Women's Network, launched on International Women's Day in 2005 has been running for two years and has over 109 members. The network has set up its own co-ordinating group to take forward actions and is keen to be open and inclusive, so anyone interested in women's issues (including men) are welcome to participate. The network has its own intranet Team site, where information on events/activities can be found. A budget of £2,500 a year has been allocated to the network.

The Network's key priorities are:

- ▶ providing informal support to each other to help in career progression
- ▶ setting up events and seminars, for example for International Women's Day
- ▶ facilitating networking, for example by setting up a team site
- ▶ promoting the issues raised by women in the network positively; and
- ▶ welcoming all staff interested in participating in the network.

4.15 DFID is also participating in a cross sector co coaching scheme initiated by PricewaterhouseCoopers and the Department for Constitutional Affairs. DFID has identified 12 senior women to participate in this scheme. Further to this DFID also put forward 3 women on the Civil Service wide *Leaders Unlimited* development programme, of which one was successful in being selected in the first tranche. DFID will be putting forward more women for this programme in the future.

Career Development for Staff Appointed In-Country (SAIC)

4.16 In the past 3 years progress has been made in providing opportunities for SAIC to gain work experience in another country on secondment, where this is allowed and by making exchange visits to DFID in the UK. Provisions have also been made to employ more SAIC at higher grades in country.

4.17 Monitoring this information and career structures for SAIC on the basis of gender is planned for 2007, once evaluation has been undertaken DFID will need to address how to get good practice across the different offices overseas, and follow good practice set in offices such as India.

Civil Service Diversity Award for Improvement:

Following a diversity audit of the DFID India office and the successful implementation of their Diversity Action Plan - DFID India was awarded the first ever National Civil Service Award for Diversity in the Improvement category in 2006.

DFID India markedly improved their recruitment processes and improved promotion opportunities for SAIC, and importantly increased the proportion of local staff in middle/upper managerial and advisory levels from 0% in 2002 to 70% in August 2005. Overall this has meant that there has been an overall aggregate increase of women in all bands from 37% to 52%.

Promotion

4.18 The Diversity Monitoring Data 2006/07 encouragingly shows that more women than men were considered eligible for general promotion in 2006 and as a result more women were promoted. However, the percentage of men who were eligible increased in 2006 compared to the previous year. There appears to be no significant differences between men and women in promotion success, in that over time the increased success of women is ensuring that there is more of a gender balance at all levels in the organisation.

4.19 DFID has reviewed the procedure for promotion applications in the UK and removed the two-year performance assessment criteria to ensure women and men who took career breaks or maternity leave are not disadvantaged. However further analysis is required for overseas posting applications to ensure that all experience gained is valued.

Occupational Segregation

4.20 Overall there does not appear to be a major issue with occupational segregation in DFID, although more analysis needs to be undertaken of the monitoring data available to the organisation on this. One issue that has been raised is that of the gender differences in the advisory cadres, and whether there is any impact on pay.

4.21 One area of feedback highlighted the need for more analysis of the advisory groups. There are ten advisory groups in DFID. The table below lists staff with 'Adviser' in their job title and shows the gender split in each advisory group:

Advisory Group	Male	Female	Total
Economists	66	46	112
Social Development	16	55	71
Governance	71	50	121
Health	19	43	62
Education	11	13	24
Livelihoods	35	14	49
Enterprise	11	6	17

Statistics	9	14	23
Infrastructure	22	6	28
Environment	12	4	16
TOTALS	272	251	523

* Source of information DFID HR Database @ 3 April 2007

4.22 Human Resources Division will need to monitor the data composition of our advisory groups by gender and investigate any key concerns and issues that may emerge as a result of this. This is not suggest that all advisory groups should be equally gender balanced, but to look at whether there is any links between advisory groups and pay.

4.23 Participants in the consultation also identified that having opportunities to work in a variety of roles should minimise barriers to occupational segregation; by providing people with greater flexibility to take up a wider range of opportunities and develop their experience. This was particularly important in giving people the opportunity to work overseas, increasingly experience of working overseas is considered core to getting a new role in the department.

4.24 The area of occupational segregation will need further exploration and analysis by grade and location to determine whether or not there is an adverse impact on women's careers or pay, and if so, how and why segregation occurs.

Equal Pay

4.25 Pay and benefits are managed differently for the Senior Civil Service (SCS) and the rest of DFID staff. The Cabinet Office reviews the SCS pay. During the pay review for 2006 DFID addressed any differences on the grounds of equality.

4.26 The last equal pay audit for non SCS DFID staff was conducted in **2004**. At that time there were no significant pay gaps (ie variations of 5% or more) across DFID grades on the basis of analysis by gender, ethnicity, disability or working pattern. The difference in average salary between men and women in one grade is justifiable following analysis of length of service.

4.27 DFID recognises that futher detailed analysis is required, for example to consider issues such as market allowances, length of service and starting pay for new entrants. In future, the number of spine points for each grade in the pay structure will be reduced which in turn will have the impact of reducing possible inequalities.

4.28 Equal pay monitoring is ongoing and there is annual diversity monitoring at the end of each pay year. Any special achievement pay awards are assessed for their impacts on diversity.

Leave for Carers and Parents (Maternity, Paternity and Adoption)

4.29 More women than men take up parental leave (excluding maternity leave). DFID will continue to promote paternity and adoption leave and encourage more men to apply for it. There is a *Keep in Touch Scheme* for staff who are away from the workplace for extended periods of time (e.g. those on career breaks, special leave, maternity). Staff receive information about posting/ promotion rounds, changes in employment terms and conditions (ie pension age, new pay deal) and key Insight notices.

Performance Management and Staff Development

4.30 Analysis of DFID's corporate training programmes shows that overall more women than men attend training and development courses: 57% of women compared to 49% of men; more women attend compulsory training and personal skills courses than men though equal numbers of men and women attend professional development courses. Early feedback from the Investors in People Review suggests that staff are satisfied with their access to training and development, however further work is required on building line manager capability. A new learning management system is scheduled to be installed early 2008 and will enable DFID to capture and analyse the training records for internal and external training programmes.

4.31 During 2004/05 DFID provided mandatory diversity training for all staff. This was delivered through a one-day module linked to the Management Training Programme and through a two-day stand-alone programme for other staff. DFID is launching an e-learning Diversity Training package, which will include training on all the Equality Schemes (including gender equality). More broadly, DFID (Policy and Research Division) are developing a new programme of training for staff aimed at increasing understanding of the linkages from gender equality to key policy areas, and how to ensure that these dimensions are properly addressed. It is aimed that this training will be launched in autumn 2007.

4.32 According to the diversity monitoring data (2006/07), significantly more men than women were marked as *Most in Need of Development* within the performance management system, Human Resources Division are currently exploring the reasons for this. Furthermore, new line management and leadership programmes will need to consider how gender differences could be better managed.

Eliminating Harassment and Grievance/Discipline

4.33 DFID has a clear policy on not tolerating harassment of any sort, this is enshrined in the Department's Diversity Policy. Staff are able to use the Grievance and Discipline Policy to address any issues of harassment. The Department monitors all complaints of harassment including sexual harassment. However, the number of statistics is so small as to be insignificant and no meaningful gender comparisons can be made.

4.34 To date, no individual has declared themselves as transgender although opportunities were made available for individuals to come forward

confidentially as part of wider research on sexual orientation in 2006. DFID is also making arrangements for staff to have the option to record transgender in the future. Further to this, DFID is in the process of establishing a Lesbian, Gay, Bisexual and Transgender Network (to be launched in May 2007).

4.35 DFID also provides a confidential external helpline for all staff who feel unable to raise issues internally, including issues of bullying and harassment.

4.36 An analysis of the diversity monitoring statistics indicates that the number of grievances and disciplinary actions are small. There appears to be little difference on the basis of gender and the monitoring indicates that the numbers involved are so small that they are not significant.

Redundancy, Retirement and Leavers

4.37 More women than men left DFID in 2006 but this is similar to the figure for 2005. There were no significant differences between men and women in the reasons given for leaving. The same proportion of part-time staff left compared to their numbers in the staff profile. DFID is planning to strengthen its exit questionnaires and introduce a follow-up system to explore in more depth the reasons for leaving.

Civil Society

4.38 The Civil Society function in DFID provides funding to UK organisations (e.g. Water Aid, Oxfam) who want to use their expertise to work in developing countries to improve the societal infrastructure. The Civil Society Challenge Fund is based on a rights-based approach to development, the three pillars of which are participation, social inclusion and fulfilling obligations – which inherently helps tackle gender inequality. All civil society organisations that apply to the Civil Society Challenge Fund and the Development Awareness Fund need to demonstrate their commitment to gender equality which is a key business priority for DFID. In addition, all bids for funds need to include an assessment of how the specific projects will impact on gender equality and this is taken into account when decisions are made on providing support.

4.39 The Civil Society and Building Support for Development teams are currently working with non-government organisations and Diaspora groups in the UK to improve the understanding of DFID's work overseas.

Communications

4.40 The overall goal in this area of DFID's work is to increase public awareness and understanding of the work of DFID. Through external communications activities (e.g. through the free media, speeches, publications and online), DFID is raising awareness of poverty issues and explaining what we are doing on behalf of the UK people to deal with these issues.

4.41 Gender issues are inherent to the debate about poverty in developing countries, and what DFID is doing is explained in our communication activity covering various areas of interest such as conflict, water, health, education and microfinance, as well as being dealt with as an issue in itself. For example, the Department recently published a policy document entitled: *Poverty Elimination and the empowerment of Women* as well as the booklet on: *Gender Equality at the heart of development: Why the role of women is crucial to ending world poverty*. The profile of gender issues will continue to be featured in DFID communications activity.

Procurement and Partnerships

4.42 The Department intends to ensure that its main suppliers of goods and services share our commitments to gender equality and other corporate values, and demonstrate them in their work practices.

4.43 DFID will be working with our key suppliers to produce a Corporate Social Responsibility (CSR) frameworks to understand how the current suppliers to DFID manage CSR within their supply chains. This will enable DFID to monitor performance against social and equality issues and improve practices. Suppliers will be required to provide assurance that their employment practices comply with UK equalities legislation and DFID values.

4.44 DFID conducts much of its work in partnership with external organisations, for example the Foreign Ministries of other countries, NGOs, private sector and international organisations. DFID's gender equality action plan for its overseas work and for any UK implications is set out in Appendix B and A respectively.

Public Appointments

4.45 The Secretary of State at DFID has responsibility for appointments to the Board of the Commonwealth Scholarships Commission. There are currently no vacancies on the Board. However, monitoring of the gender balance of the current Board (as at 25 January 2007) indicates a low level representation of women (5) compared to men (10).

4.46 During the lifetime of this Scheme, and in preparation for the next recruitment round, we are proposing to review the overall appointment process including the criteria for selection and the process through which candidates apply and are put forward.

5. ASSESSING IMPACT ON GENDER EQUALITY

5.1 DFID has developed a generic Equality Impact Assessment Toolkit to ensure that all its relevant UK policies are assessed for any adverse impact on the equality strands (including gender, race, disability, sexual orientation, age and religion/belief).

5.2 The Management Board has agreed to amend all DFID submission templates for policy committees to include a yes/no question on whether a full Equalities Impact Assessment (EIA) is required. This will prompt policy makers to screen their new policies for relevance to the Equalities Duties and then undertake a full Impact Assessment where needed.

5.3 Training is being provided to key staff across the organisation. DFID are currently undertaking Equality Impact Assessments on all human resources policies and practices as part of its Human Resources Transformation Programme. Any findings of disadvantage and relevant action will be reported in the **Annual Diversity Report**.

5.4 Furthermore, Country Assistance Plans (CAP) which frame DFID's overseas development work (produced for each country office) are required to include a thorough analysis of gender equality and women's rights. CAPs will be used in making programming decisions at country level in relation to gender equality. DFID has developed a Social Exclusion Evaluation Toolkit, which is used to assess all its overseas work for the degree of impact on gender equality.

5.5 More information, with links to other relevant equality and diversity legislation and information, is published in **DFID's Blue Book** – a guide to rules and tools, including Equality Impact Assessments. This is available on DFID intranet (InSight) and external website.

6. ACCOUNTABILITY, MONITORING AND REPORTING

Accountability

6.1 DFID's Management Board has approved this Gender Equality (Duty) Scheme and is accountable for ensuring that this Scheme is adhered to, reviewed regularly and that the actions flowing from it are implemented. A full review of the Scheme will be undertaken and presented to the Board every three years.

6.2 Reporting on the Gender Equality Action Plan (GEAP) and the Gender Equality (Duty) Scheme (GEDS) will be harmonised annually so that the Management Board can assess progress across all of DFID's functions and have a full picture of progress being made on gender equality.

6.3 Directors and Heads of Unit are responsible for ensuring that functions and policies for their respective business areas applying to the UK are

reviewed for their relevance to gender equality and actions to achieve this are integrated into business plans. The Director of Human Resources is responsible for ensuring the Employment Duty is carried out.

Monitoring and Publishing

6.4 The Equality Act requires us to review our Scheme every 3 years and to publish our progress on gender equality every year. DFID publishes an Annual Diversity Report which covers its public duties for disability and race equality and this will now include gender.

6.5 Appendix A contains a timetable for putting this Gender Equality (Duty) Scheme into effect. The work described in the action plan will be built into directorate, unit, team and individual plans for 2007 and beyond.

6.6 The Diversity Team will review the Scheme within six months of initial publication, to ensure it reflects the rolling programme of Impact Assessments following the launch of our new Equalities Impact Assessment Toolkit. Any revised actions will then be published as an Appendix to this Scheme.

6.7 If you would like this Scheme in an alternative format (including in the Welsh language) please email [The Diversity Team](#) or contact on + 44 (0) 207 023 0000.

How to Complain about this Scheme

6.8 Any individual who believes that they have been directly affected by a failure by DFID to comply with this Scheme is entitled to complain and should do so in writing. Complaints will be handled as follows:

- Staff employed by DFID should submit complaints through the normal internal grievance procedure. This is in the DFID Staff Handbook.
- Any member of staff who is a member of a Union and wishes to make a complaint may consult their Union Representative for help and advice.
- The Human Resources Director will initially deal with complaints from members of the public about selection and recruitment. The public do have recourse to the Civil Service Commissioners should the matter not be dealt with satisfactorily.
- Individuals or any other organisation or body, for example businesses from whom DFID buys goods or services, should contact the relevant DFID department with whom they usually deal. The main DFID service departments have nominated Complaint Officers who will undertake the initial investigation.

6.9 All cases will be investigated as quickly as possible and normally within three months of receipt of the complaint. In responding to the complainant DFID will explain the procedure for pursuing the complaint further with the

Equal Opportunities Commission (EOC). DFID will cooperate fully in any subsequent investigation by the EOC and provide access to any relevant documentation that they may require.

6.10 DFID hope that in the first instance, any complaints about its compliance will be raised with us directly.

GENDER EQUALITY (DUTY) SCHEME – ACTION PLAN

This action plan sets out the key priorities for action that emerged from the consultation exercise with staff across DFID and from a review of the current diversity monitoring data (2006/07) for DFID. Most of the areas identified for action will build on the progress DFID has already made on gender equality.

FUNCTION / POLICY (ACCOUNTABILITY)	RELEVANCE	DESIRED OUTCOMES	REQUIRED ACTIONS	LEAD	TIMING
1. <hr/> Leadership / Accountability: Permanent Secretary and Management Board	High	<ul style="list-style-type: none"> ▪ Continued high-level public leadership of gender equality in DFID to drive forward change ▪ Women and men represented at all levels of the workforce and in all occupational groups 	1.1 Management Board continue to communicate messages to the organisation on gender equality in all our functions and reviews progress annually. 1.2 Management Board will now review its targets for women in the SCS for 2010.	Management Board Management Board	Ongoing 2007
2. <hr/> Human Resources (including Talent Management) Accountability: Director of Human Resources - Liz Davis	High	<ul style="list-style-type: none"> ▪ Gender equality is considered and integrated into all our policies and functions and decision-making relating to the UK and in principle our business and overseas. ▪ No significant variation in employee satisfaction and confidence levels between staff of different genders ▪ Staff feel that they work in a harassment free environment 	2.1 Provide training on equality impact assessment of policies. 2.2 Ensure gender disaggregated data on pay, performance, promotions on a regular basis. 2.3 Explore reasons for more men than women identified in the category 'Most in Need of Development' within the Performance Management System for	Richard Montgomery Richard Montgomery Richard Plumb & Information Systems Dept	December 2007 Ongoing

		<ul style="list-style-type: none"> ▪ Flexible working patterns operate at all levels of DFID ▪ Women and men with caring responsibilities feel supported ▪ Transgender people feel supported ▪ Gender balance in our talent management processes and undertake positive action initiatives, where appropriate to achieve gender equality ▪ All staff feel that they have access to development and career opportunities ▪ No significant differences in outcomes from the implementation of all other HR policies on gender grounds, for example: <ul style="list-style-type: none"> ▶ Pay & benefits ▶ Promotion including temporary promotion ▶ Access to training & development opportunities ▶ Grievance & disciplinary procedures ▶ Redundancy and re-deployment programmes ▶ Working patterns such as flexible and part-time working ▶ No significant variation in staff turnover between men and women ▶ No significant variation in box 	<p>last year (2006).</p> <p>2.4 Continue to promote more take up of variable working by men, particularly at senior levels.</p> <p>2.5 Improve communication on human resources policies and processes to ensure clarity of the benefits available.</p> <p>2.6 Gender equality is measured as part of the performance review of senior manager objectives.</p> <p>2.7 Develop a structured process for providing career advice to staff.</p> <p>2.8 Breakdown of the diversity monitoring data to include difference between men and women in relation to ethnicity.</p> <p>2.9 Further analysis of overseas posting applications – 2 year experience criteria to ensure all experience gained is valued.</p> <p>2.10 Strengthen exit questionnaires and introduce a follow-up system to explore in more depth the reasons for leaving.</p> <p>2.11 Ensure that all women/men who return to work after a career break identify their career ambitions and know what is available to them.</p>	<p>All line managers.</p> <p>All HRTeam Leaders</p> <p>Director-Generals</p> <p>Lynnette Carrington</p> <p>Richard Plumb / Management Information Section</p> <p>Jim Higgins</p> <p>Malcolm MacDonald / Dorothy Kirkwood</p> <p>Malcolm MacDonald</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 2008</p> <p>Quarterly / Annually</p> <p>April 2008</p> <p>April 2008</p> <p>Ongoing</p>
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		<p>markings between men and women</p>	<p>2.12 Monitor the data composition of our advisory groups by gender and grade to keep an eye on emerging trends.</p> <p>2.13 Monitor more closely the gender impact of staff appointed in-country in an overseas context (e.g. recruitment).</p> <p>2.14 Work will need to be done on recording and monitoring transgender over 2007.</p>	<p>Richard Plumb/Diversity Team</p> <p>Richard Plumb</p> <p>Richard Plumb / Diversity Team</p>	<p>Annually</p> <p>Ongoing</p> <p>2007</p>
<p>3.</p> <hr/> <p>Learning and Development</p> <p>Accountability: Director of Human Resources – Liz Davis</p>	<p>High</p>	<ul style="list-style-type: none"> ▪ All staff feel competent to implement gender equality in their role ▪ All staff feel that they have access to training and development ▪ Men and women take up training in equal numbers 	<p>3.1 Ensure gender awareness is included in new line management and leadership programmes.</p> <p>3.2 Continue the <i>Crossing Thresholds</i> Programme for women and introduce a similar programme for women in more junior grades.</p> <p>3.3 All programme staff to have training on gender equality & women's empowerment to increase understanding of the linkages from gender equality to key policy areas.</p> <p>3.4 Provide coaching and mentoring</p>	<p>Ian Ballantyne</p> <p>Diversity Adviser / Diversity Team</p> <p>Equity & Rights Team (Policy and Research Division)</p> <p>Ian Ballantyne</p>	<p>Ongoing</p> <p>September 2007</p> <p>Autumn 2007</p> <p>Ongoing</p>

			<p>training for managers.</p> <p>3.5 Every manager to act as a coach to women and men in underrepresented occupations in DFID.</p> <p>3.6 Investigate ways of providing more overseas work experience, where this is appropriate for career development, for men and women in junior grades.</p>	<p>All managers</p> <p>Richard Montgomery</p>	<p>Ongoing</p> <p>April 2008</p>
<p>4.</p> <hr/> <p>Communications</p> <p>Accountability: Director of Communications – Paul Mylrea (Effective from June 2008)</p>	High	<ul style="list-style-type: none"> ▪ Support across all UK-based communities for international development is maintained ▪ More informed and an increased level of coverage of the roles of women and the contribution of gender equality in development by the UK and developing country media ▪ Governance and Transparency Fund includes an allocation for promoting gender equality ▪ Increased levels of confidence in the work of DFID within women from Diaspora communities in the UK <p><u>Enabling Effective Support Programme:</u></p> <ul style="list-style-type: none"> ▪ An increase in the number of schools that build international development and gender as a cross-cutting issue into the 	<p>4.1 Gender issues are considered when planning communications activity</p> <p>4.2 Gender Equality booklet (published March 2007) is distributed and publicised to UK</p> <p>4.3 Website to include gender issues as a specific issue</p> <p>4.4 International Women's Day to be celebrated each year with communications activity focusing on Gender equality</p> <p>4.5 Promote and assess the use of the Transparency Fund as a means of promoting gender equality overseas</p> <p>4.6 Continue to build relationships with Diaspora groups in the UK</p> <p>4.7 Seek further analysis of gender from</p>	<p>Tom Engel</p> <p>Karen Gregory</p> <p>Vickie Sheriff & Head, Web Team</p> <p>Tom Engel</p> <p>Diana Dalton</p> <p>Diana Dalton/</p>	<p>Ongoing</p> <p>By end of 2007</p> <p>October 2007</p> <p>March 2007</p> <p>Ongoing</p> <p>December</p>

		<p>curriculum</p> <ul style="list-style-type: none"> ▪ An increase in the number of schools with links to schools in the developing world bringing benefits to both male and female students, teachers and parents ▪ Positive attitudes of male and female students, teachers and parents to international development 	<p>the 12 regional Enabling Effective Support Programme co-ordinators in their reporting</p> <p>4.8 Ensure service providers in the Global Schools Partnership Scheme are committed to a gender inclusive approach</p> <p>4.9 Proactively seek to broaden awareness of the Development Awareness Fund (DAF) to women's based groups and NGOs</p> <p>4.10 Review DAF guidance to reflect DFID's Gender Equality (Duty) Scheme</p> <p>4.11 Monitor gender uptake of new volunteering, internship and linking schemes</p> <p>4.12 During the lifetime of the Scheme, review the effectiveness of the MORI school children poll</p>	<p>Shirley Addies</p> <p>Shirley Addies</p> <p>Shirley Addies/ Diana Dalton</p> <p>Diana Dalton/ Shirley Addies</p> <p>Diana Dalton/ Shirley Addies</p> <p>James Medhurst/ Diana Dalton</p>	<p>2007</p> <p>December 2007</p> <p>December 2007</p> <p>April 2007</p> <p>April 2007</p> <p>June 2008</p>
<p>5.</p> <hr/> <p>Working with Civil Society</p> <p>Accountability: Director of Communications –</p>	<p>High</p>	<ul style="list-style-type: none"> ▪ All civil society organisations that apply to the Civil Society Challenge Fund, the Governance & Transparency Fund and the Development Awareness Fund can demonstrate their commitment to their equal opportunities for men and women ▪ All civil society organisations with 	<p>5.1 Review Civil Society Challenge Fund, Governance & Transparency Fund and Partnership Programme Agreement guidance to ensure they reflect DFID's Gender Equality (Duty) Scheme.</p> <p>5.2 Ensure that all Partnership Programme Agreements between DFID and civil society organisations are explicit about</p>	<p>Peter Kerby</p> <p>Peter Kerby</p>	<p>June 2007</p> <p>December 2007</p>

<p>Paul Mylrea (Effective from June 2008)</p>		<p>Partnership Programme Agreements can demonstrate their commitment to their equal opportunities for men and women</p>	<p>promoting shared gender equality goals (and have monitoring frameworks which reflect this).</p> <p>5.3 Ensure that all new projects funded under the Civil Society Challenge Fund, Governance and Transparency Fund are explicit about ensuring gender equality (with monitoring frameworks which reflect this).</p>	<p>Peter Kerby</p>	<p>March 2008</p>
<p>6.</p> <hr/> <p>Procurement</p> <p>Accountability: Head of Procurement Group Tony Gardner</p>	<p>Medium</p>	<ul style="list-style-type: none"> ▪ Partners and UK agencies delivering development work overseas and in the UK meet DFID's Gender Equality (Duty) Scheme requirements as necessary and specified ▪ The UK suppliers and partners to DFID are representative of both men and women in equal numbers 	<p>6.1 Develop a Corporate Social Responsibility Framework document to include an assessment of the social and equal opportunity issues impacting on our supplier businesses.</p> <p>6.2 Promote gender equality in the supplier chain and target men and women from poorer communities and small businesses – work with DTI (Department of Trade and Industry and Trade Unions).</p>	<p>Tony Gardner</p> <p>Tony Gardner</p>	<p>December 2007</p> <p>May 2007</p>
<p>7.</p> <hr/> <p>Public Appointments</p> <p>Accountability: Director of Human Resources - Liz Davis</p>	<p>Low</p>	<ul style="list-style-type: none"> ▪ Increase in the number of applications from women for public appointments to Commonwealth Scholarship Commission (CSC) Board ▪ Increase in the number of women members to CSC board after the next recruitment round 	<p>7.1 Make every effort to include women on every shortlist for appointments to ensure that the percentage of appointments held by women does not fall below 25%..</p>	<p>Jane Shute</p>	<p>Ongoing</p>

CONSULTATIONS TO DEVELOP THE GENDER EQUALITY (DUTY) SCHEME

The Following groups and individuals were consulted on the development of the Scheme

- Chair of the Women's Network
- Crossing Thresholds Group
- Staff from Abercrombie House and Palace Street
- Management Board Diversity Champion
- Director General for Corporate Performance
- Equity and Rights Team, Policy and Research Division
- Focus Group of External Partners, Non-governmental Organisations and other Government Departments
- Human Resources Department (including Learning and Development Services)
- Chair of the Disability and Black, Minority Ethnic Networks
- DFID Gender Champions
- Trade Unions
- The Gender Scheme was considered by all business areas:
 - Communications
 - Civil Society
 - Policy and Research
 - Office Services and Security
 - Procurement
 - Information systems

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.

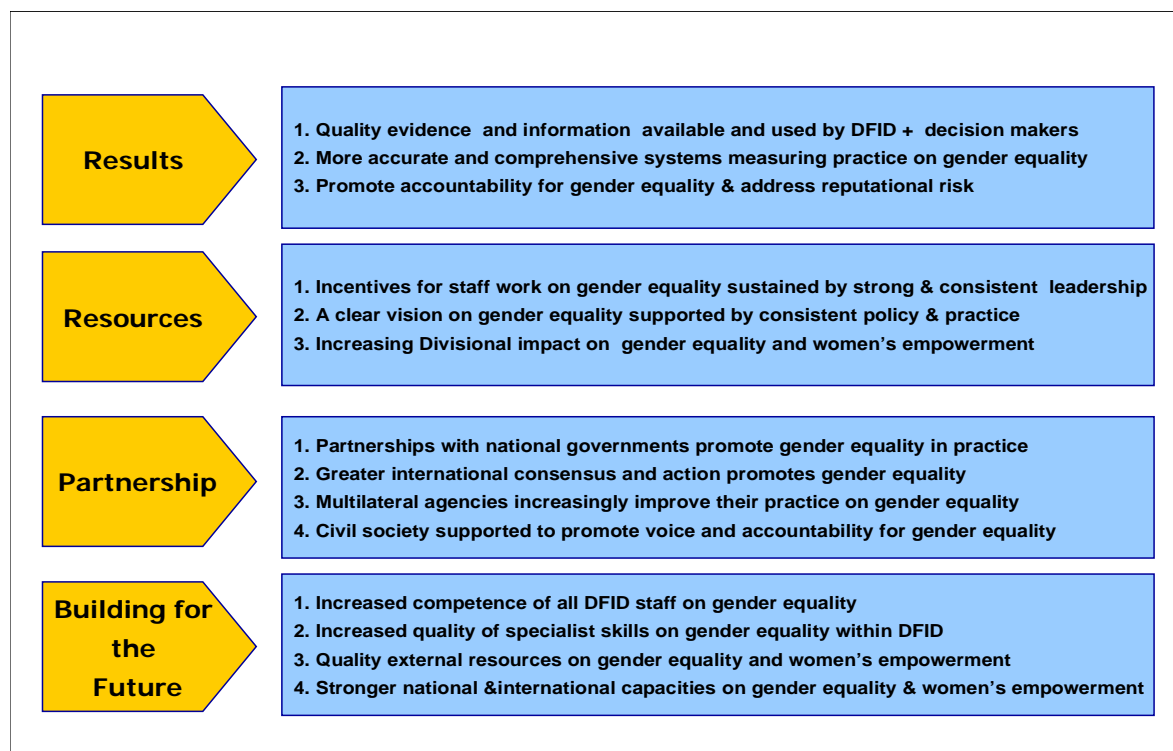
5.3 Every year, we will review the Gender Duty Scheme and make our progress report available to the public. In Annex B, we have set out indicators for this Plan and will develop these for the Gender Duty Scheme. We will set out the conclusions from each review of the Gender Duty Scheme in DFID's Annual 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	<p>A2.1 DFID's Main business systems, Policy Markers (PIMS), sector coding and ARIES better record and measure gender equality</p> <p>A2.2 Guidance for country offices, including Country Assistance Plans (CAP) clear on reporting for gender equality</p>	<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	<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 	A3.1 Finance and Corporate Performance, Human Resources and Policy & Research
	A3.2 Evaluation Divisions' Quality Assurance Standards integrates gender equality requirement	<ul style="list-style-type: none"> ▪ Evaluation Division develops options for integration 	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	B1.1 Ministers and senior management strongly signal DFID's commitment to gender equality and women's empowerment	<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 	B1.1 Top Management, Policy & Research
	B1.2 Director General Gender Champion and Divisional senior management champions should hold and exercise responsibility to promote gender equality and challenge gender invisibility	<ul style="list-style-type: none"> ▪ Nominate individuals and agree responsibilities in forward job plans for implementing Divisional and country gender planning 	B1.2 Divisions, Top Management Group
B2. A clear vision on gender equality and women's empowerment supported by consistent policy and practice	B2.1 DFID's Corporate Plan articulates links between core objectives; and business processes; and gender equality and women's empowerment	<ul style="list-style-type: none"> ▪ Integration of gender equality into Corporate Plan, to be published by Dec 2007 	B2.1 Finance and Corporate Performance Human Resources, Policy & Research
	B2.2 Integrate gender equality and women's empowerment in new policy development	<ul style="list-style-type: none"> ▪ Priorities (06/07) : Ensure forthcoming policy papers on conflict, health, results, UN reform, water and work with multilaterals, are strong on gender 	B2.2 Policy and Research, United Nations Conflict and Humanitarian
	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	<ul style="list-style-type: none"> ▪ 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 	B2.3 Policy and Research, Global Development Effectiveness Division, Regions
	B2.4 DFID's programme management guidance (Blue Book) supports	<ul style="list-style-type: none"> ▪ Blue Book programme management guidance reviewed in 2007 	B2.4 Finance and Corporate

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	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)	<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 <ul style="list-style-type: none"> ▪ 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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