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Canada

GENDER
Equality



2010-2013

CIDA  ACIDI

CIDA'S GENDER EQUALITY ACTION PLAN

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Abbreviations and Acronyms

APTF	Afghanistan and Pakistan Task Force
CDPF	Country Development Programming Framework
CFO	Chief Financial Officer
CIO	Chief Information Officer
CLS	Continuous Learning Secretariat
COMM	Communications Branch
DAC	Development Assistance Committee (Organisation for Economic Co-operation and Development)
DG	Director General
DOLP	Development Officer Learning Program
DPR	Departmental Performance Report
ECD	Engaging Canadians Directorate (Partnerships with Canadians Branch)
EX	executive
GE	gender equality
GEIA	Gender Equality Institutional Assessment
GPS	Geographic Process Secretariat
GPB	Geographic Programs Branch
HOA	Head of Aid
HQ	headquarters
HRCS	Human Resources and Corporate Services Branch
IHA	international humanitarian assistance
IMTB	Information Management Technology Branch
IMRT	Investment Monitoring and Reporting Tool
MGPB	Multilateral and Global Partnerships Branch
MPM	Strategic Planning, Integration and Management Directorate (Multilateral and Global Programs Branch)

PBA	program-based approach
PMD	Performance Management Division (Strategic Policy and Performance Branch)
PMF	Performance Measurement Framework
PMRT	Program Monitoring and Reporting Tool
PPC	Policy and Performance Committee
PWCB	Partnerships with Canadians Branch
RBM	results-based management
RDG	Regional Director General
RFP	request for proposal
RPP	Report on Plans and Priorities
SPOD	Strategic Planning and Operations Directorate (Partnerships with Canadians Branch)
SPPB	Strategic Policy and Performance Branch
SWAP	sector-wide approach program
TOR	terms of reference
TSSD	Thematic and Sectoral Specialists Division (Geographic Programs Branch)
VP	Vice-President
YDG	Strategic Planning and Performance Reporting Directorate (Strategic Policy and Performance Branch)
YDP	Strategic Planning Division (Strategic Policy and Performance Branch)





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The purpose of this Action Plan is to address the implementation gaps identified in the *Evaluation of CIDA's Implementation of Its Policy on Gender Equality*. The plan sets out actions and implementing steps for the period 2010–2013. The aim is to better equip the Canadian International Development Agency (CIDA) to plan, implement, and report on gender equality (GE) results in its programming and gender equality dialogue with partners.

Gender Equality and Development

Attention to gender equality issues has been proven to significantly reduce poverty and lead to more sustainable development. Greater gender equality multiplies development results and helps to ensure that results are sustained in the long term. Nevertheless, gender inequality persists, frustrating poverty reduction efforts and impeding progress in developing countries.

Canada is strongly committed to gender equality as a human right domestically and internationally.

The Agency currently applies a two-pronged approach that helps to ensure results are achieved and maximized:

- explicitly integrating gender equality in all policies, programs, and projects; and
- using programming that specifically targets the reduction of gender inequality.

In compliance with the *Official Development Assistance Accountability Act*, CIDA's commitment to equality between women and men as a crosscutting theme enables the Agency to demonstrate that its work contributes to poverty reduction, takes into account the perspectives of the poor, and is consistent with human rights.

Strengthening aid effectiveness is also at the core of Canada's international efforts to reduce poverty and increase sustainable development, and has been identified as the Government of Canada's top priority for development assistance. All of CIDA's programming is guided by the Agency's Aid Effectiveness Action Plan (2009–2012), which gives priority to focus, efficiency, accountability, predictability, alignment, inclusive partnerships and fragile states. Attention to gender equality forms an important part of this agenda.



Three thematic priorities have been established to guide CIDA's work going forward: increasing food security, securing the future of children and youth, and stimulating sustainable economic growth.

Canada supports equality between women and men and between girls and boys in each of our thematic priorities. For example, increasing the production of smallholder farmers, particularly women, will be one of the key areas of work under our Food Security Strategy. Central components of the Children and Youth Strategy will be the promotion of maternal, newborn, and child health, and the provision of education and skills to girls and boys so that they can both be productive members of society and engage meaningfully in their communities. The strategy will also have a special emphasis on girls in terms of their education, security and safety. Finally, with regard to stimulating sustainable economic growth, a major element of the strategy will be improving women's access to the benefits of economic growth through entrepreneurial training and financial services for the poor.

Why an Action Plan?

The *Evaluation of CIDA's Implementation of Its Policy on Gender Equality* was issued in April 2008, covering the period 1999–2006. One of the key findings was that the 1999 *CIDA's Policy on Gender Equality* is sound and remains relevant to effective development. However, implementation of the policy has been insufficient. The management response to the evaluation recommendations was approved by the Evaluation Committee on November 3, 2008. The chief commitment was to develop a corporate gender equality action plan.



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Objectives

This Action Plan translates *CIDA's Policy on Gender Equality* into concrete measures (see Appendix A). It does not replace the policy, but rather focuses attention on the implementation gaps identified in the 2008 evaluation.

The **overall goal** of the Action Plan is to strengthen CIDA's contribution to gender equality and women's empowerment in developing countries. By 2013, CIDA management and institutional systems will be strengthened to better manage, identify, and assess gender equality results.

The **objectives** of the Action Plan are:

- **Capacity:** to strengthen CIDA's capacity to advance equality between women and men, and to work with partners for the effective delivery of gender equality results;
- **Accountability:** to strengthen CIDA's management and accountability systems for the achievement of gender equality results; and
- **Engagement:** to further increase CIDA's efforts to mobilize its partners to contribute to the achievement of gender equality results.

This Action Plan took effect in July 2010.



Actions and Implementing Steps

The actions outlined in this Action Plan apply to all of CIDA's programs as well as to corporate and policy functions. For details on actions and implementing steps, see Appendix A.

All policy and programming branches are accountable for implementing the actions to which the Agency is committed and for reporting on gender equality results delivered.

An **annual report** that provides an overview of progress in implementing the action plan will be presented to the Policy and Performance Committee (PPC). The Human Development and Gender Equality Division of the Strategic Policy and Performance Branch (SPPB) will provide advice and support, and will act as the secretariat for the Action Plan. Its role will involve coordinating and analyzing the annual reports, and assessing outcomes achieved.

Through the Action Plan, CIDA will achieve more consistent and substantive gender equality results in all programs and policies. All policy and programming branches are responsible for monitoring progress, which will be rolled up annually by the SPPB. This monitoring structure is meant to address a finding in the evaluation about the need for more “distributed leadership.” For details on responsibilities, see Appendix A.



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Communication of gender equality results will be part of all existing reporting processes, such as the Departmental Performance Report, Country Report Cards, Development for Results Report, and CIDA's progress report on the Aid Effectiveness Action Plan. Results will be posted on CIDA's website.

CIDA continues to actively promote and lead discussions on GE results in policy networks and other forums, such as the Network on Gender Equality (GENDERNET), an initiative of the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC).

Appendix A

CIDA's Gender Equality Action Plan 2010–2013

STRATEGY	ACTIONS	IMPLEMENTING STEPS	TIMELINE	RESPONSIBILITY
1. CAPACITY				
Outcome: Strengthened CIDA capacity to advance gender equality and to work with partners for their effective delivery of gender equality results				
1.1 Increase staff competence to plan and manage for GE results (all CIDA staff at HQ and in the field)	1.1.1 Develop corporate training modules related to GE and workshops tailored to programming priorities	CLS will offer the basic and intermediate GE courses that are currently part of the DOLP course series	Twice yearly	CLS
		As appropriate, GE content will be integrated into other CLS courses, e.g. RBM, evaluation and monitoring, PBA, fragile states	2013	CLS
		CLS will increase its capacity to deliver modules related to sectors and crosscutting themes	2013	CLS
		CLS will assess the need to develop an online GE course in the event that an e-learning platform is in place	2013	CLS
	1.1.2 Develop and disseminate guidelines and/or standards of practice for staff to improve their abilities to engage with other governments and partners about GE issues	Create inventory of tools and assess them; consolidate tools and guidance materials; develop dissemination strategy	2011	SPPB, CLS
	1.1.3 Provide opportunities for EX-level staff to increase their capacity to manage for GE results	Prepare and deliver gender equality session for senior management (PPC) during the Action Plan period	2013	SPPB, CLS
		GE content will be integrated into the Leadership Learning Program	2013	SPPB GE Team in consultation with CLS
1.1.4 Ensure that GE is in staff learning plans	Ensure that all professional staff in policy, programming and communications branches will have taken at least one formal GE training course by the end of the Action Plan period	Annually	Managers in policy, programming and communications branches*, Learning Coordinators, CLS	
1.2 Ensure and maintain critical mass of GE specialists at HQ and in the field	1.2.1 Establish GE positions with detailed job descriptions and staffing processes for GE competence within the decentralized model	Review/develop detailed job descriptions for CIDA gender equality specialist positions; review changing needs of HR at HQ and in the field	2011	SPPB, TSSD, APTF
		Develop and adopt standard TORs for hiring local gender equality advisors, and guidelines for the hiring process	2012	GPB and APTF GE specialists with SPPB, HRCS, and GPB and APTF programming directorates

STRATEGY	ACTIONS	IMPLEMENTING STEPS	TIMELINE	RESPONSIBILITY
	1.2.2 Provide adequate level of GE resources at HQ and in the field (particularly in decentralized programs)	Clarify and standardize the GE-related roles and responsibilities of field and HQ in the context of decentralization and in the implementation of evolving aid modalities (PBAs, SWAPs, global funds, etc.)	2011	GPB, APTF
		For each country of focus and each country of modest presence, assess GE requirements to meet programming needs and provide requisite support	2011	GPB, APTF
		Establish standard of hiring at least one full-time local GE advisor for each country of focus and allocate adequate financial resources to support this role	2013	GPB, APTF
		Provide opportunities for local GE advisors to increase knowledge and skills, including the opportunity to be trained in CIDA policies and procedures	2013	GPB
	1.2.3 Provide opportunities for learning and exchange of experience at the regional level and between the field and HQ	Increase number of capacity-building/ information-sharing workshops	2013	TSSD, APTF
		Examine relevance of web-based sources of information and platform for information exchanges between and within regions	2013	GPB and APTF GE specialists in collaboration with the SPPB GE Team
1.3 Strengthen CIDA capacity to provide policy leadership on GE within the Agency and in relations with partners	1.3.1 Provide adequate staff and operational resources to enable the SPPB GE unit to undertake its core functions	Develop a proposal to renew the SPPB GE Team that addresses required GE expertise and responsibilities (number, levels, functions) and includes a budget proposal	2010	Proposal to be developed by SPPB GE Team for VP/SPPB approval
		Reprint the <i>Gender Equality Policy and CIDA's Framework for Assessing Gender Equality Results</i>	Completed	
	1.3.2 Establish working group to consider additional actions required to achieve a coherent and corporate approach to GE knowledge creation, retention and dissemination at HQ and in the field, with a focus on experiences learned from evolving aid modalities and in fragile states	Develop guidelines that draw from experiences, lessons learned, GE approaches, and issues raised by civil society and partners regarding the implementation of evolving aid modalities	2011	SPPB with a cross-agency working group
		Develop guidelines on GE in fragile states	2011	
2. ACCOUNTABILITY				
Outcome: Strengthened CIDA management and accountability systems for the achievement of gender equality results				
2.1 Ensure management accountability for GE results in program and policy implementation	2.1.1 Establish an annual overview of the implementation of the GE Action Plan to the PPC	Provide an annual report with input from all branches on progress	Annually	SPPB GE Team
		Monitor and assess reporting from branches on their progress in implementing the Action Plan elements relevant to each branch	Annually	PPC

STRATEGY	ACTIONS	IMPLEMENTING STEPS	TIMELINE	RESPONSIBILITY
2.2 Ensure that policy and planning instruments, as well as all country and regional program frameworks, reflect the GE Policy commitments	2.2.1 Increase the proportion of CIDA investments that aim to achieve explicit GE results (in integrated or gender-specific projects)	Ensure that all new projects contain GE results by 2013, and that an increasing number of projects have GE results at the intermediate level (i.e. coded at level 2) or are specifically designed to target GE inequalities (i.e. coded at level 3)	Annually	GPB, APTF, MGPB, PWCB
		Develop a monitoring report on the GE coding of new projects (annually, with FY 2009-2010 as the base year)	Annually	CFO, YDP
	2.2.2 Integrate GE expected results, indicators and targets into all country program logic models and PMFs, and (where appropriate) into institutional strategies	All CDPFs will address GE issues and results as established in the CDPF guidelines	2010	RDGs, country program directors, VP/APTF
		Gender equality strategies will be included in Annex D of each CDPF for countries of focus and regional programs, and will be developed for all other partner countries	2010	RDGs, country program directors, VP/APTF
		Program committee review/approval process for RFPs, logic models and PMFs will include gender equality criteria	2010	Program Committee
		Institutional strategies will include gender equality issues and (where appropriate) expected results	2010	DGs/MGPB
		PWCB Strategic Direction paper will address GE issues and include expected results, where appropriate	2010	DGs/PWCB, SPOD
	2.2.3 Develop and implement mechanisms to improve analysis and selection processes for responsive proposals	Review process for evaluation of unsolicited proposals and decision making on these proposals to ensure that adequate attention is given to GE	2010	GPS with GPB and APTF GE specialists
		Revise existing PWCB <i>Framework for integrating GE into Programs and Projects</i> (2003)	2011	PWCB GE specialist
		Increase partners' capacity for integrating GE into proposals, projects and their organizations through training	2012	DGs/PWCB, SPOD, ECD
		Revise partners' training manual, if needed	2013	
		Revise existing IHA responsive proposal guidelines to strengthen attention by partners to GE issues	2013	MGPB
	2.2.4 Support implementation of the new Business Process Engineering (e.g. New Directive Process) for programming in alignment with CIDA GE Policy to ensure the achievement of GE results and the quality of GE coding	Support directors' accountability for achieving gender equality results through the inclusion of gender equality as a part of the planning guidelines, checklists and templates	2012	Programming branches*, GPS
		Ensure that GE specialists are systematically included within the planning process	2012	
		Ensure quality assurance of GE coding through consultation with GE specialists	2012	
		Review the integration of GE into new Business Process Engineering within 18 months of the launch of the Action Plan	2012	

STRATEGY	ACTIONS	IMPLEMENTING STEPS	TIMELINE	RESPONSIBILITY
2.3 Increase feedback from project and program evaluations on GE results.	2.3.1 Take a more consistent approach to assessing GE quality performance in evaluations done by programming branches and Evaluation Directorate	Review and revise the key Agency evaluation frameworks (e.g. Evaluation Framework for Results and Key Success Factors) to ensure sufficient attention is given to gender equality results	2011	Evaluation Directorate/SPPB
		Develop a standard set of criteria or evaluation questions for the way in which CIDA evaluations and/or joint multi-donor evaluations or frameworks will address GE (e.g. requirements in TORs on specific questions for GE results, requirements for GE experience on the evaluation team) and disseminate these throughout the Agency	2012	Evaluation Directorate/SPPB
		All evaluations undertaken by CIDA will include GE key issues and questions in the TORs	2013	DGs/Programming branches*
2.4 Ensure that quality information on GE programming results is available across the Agency for decision making	2.4.1 Strengthen GE reporting and data reporting systems for the collection and monitoring of GE results, and strengthen the collection of sex-disaggregated data both for baselines and for reporting purposes	Revise coding system to introduce a more robust GE marker	Completed	IMTB, CFO, PMD
		Roll out new system for reporting on GE within IMRT	2010	IMTB, CFO, PMD
		Test options of linking the new gender equality coding/marker with PMRT	2010	IMTB, CFO, PMD
		Review RBM policy and guidelines to ensure that they give clear guidance on sex-disaggregated data as a part of baseline data collection for all PMFs	2013	PMD
	2.4.2 Ensure GE is part of all reporting (e.g. DPR, Country Report Cards, Aid Effectiveness Report, Intelligence Report, portfolio analysis)	SPPB GE Team will take part in any formal or informal working groups, task teams, etc. struck to analyze, report on and monitor CIDA's performance at a corporate level; DPR 2010-11 to include Action Plan's commitments	Annually	VPs of SPPB, GPB, APTF, MGPB, PWCB
2.5 Communicate GE results to Canadians	2.5.1 Ensure communication tools such as the website, postcards and case studies have GE content	Ensure that communications tools (e.g. CIDA website, postcards, case studies) have GE content	2010	DG/COMM, DG/YDG
3. ENGAGEMENT				
Outcome: More concerted CIDA efforts to mobilize Agency partners to contribute to the achievement of gender equality results				
3.1 Contribute to strengthening partner countries' abilities to meet their international commitments on GE	3.1.1 Identify areas and opportunities to mobilize our country and regional partners to achieve GE results, including opportunities related to CIDA's thematic and sectoral priorities	Country program GE strategies developed in 2009 will address this challenge (see action 2.2.2)	2010	RDGs, country program directors, APTF
		Opportunities in the context of evolving aid modalities (i.e. PBAs) will be considered by the working group, including the potential for complementary funding to improve GE results	2010	Working Group, see under action 1.3.2
		Opportunities in relation to thematic priorities will be identified as part of the development of strategies on the new priorities	2010	SPPB GE Team and Thematic Priority Task Teams

STRATEGY	ACTIONS	IMPLEMENTING STEPS	TIMELINE	RESPONSIBILITY
3.2 Assist CIDA's multilateral and civil society implementing partners to take more consistent and results-oriented approaches to GE	3.2.1 Ensure that CIDA's institutional strategies for partnership with multilateral and civil society organizations reflect CIDA's Gender Equality Policy commitments	Institutional strategies for the top 18 multilateral partners will include an assessment of GE issues and will specify GE objectives where appropriate	2013	VP/MGPB
		Complete cycle of Gender Equality Institutional Assessments (GEIA) with top 18 multilateral partners	2013	MGPB, DG/MPM
		Explore ways to increase the internal dissemination of the GEIA findings for multilateral partners	2013	
		PWCB Strategic Direction papers will reflect CIDA's GE Policy commitment	2010	PWCB, DG/SPOD
		PWCB will complete GEIA cycle with top 18 organizations receiving PWCB funding (core funding), program funding and/or strategic initiatives funding	2013	
		Improvements in GE integration in the proposals of partners who participated in GE training	2013	PWCB, DG/SPOD
		Explore ways to increase the internal dissemination of the GEIA findings of civil society implementing partners	2013	PWCB, DG/SPOD
3.3 Promote greater harmonization on GE among donors for more coherent action at the country and institutional levels, including multi-donor forums	3.3.1 Collaborate with our partners at the country level to plan and manage for GE results within evolving aid effectiveness modalities (e.g. PBAs)	To be identified by working group under action 1.3.2. Could include: <ul style="list-style-type: none"> • role of HOA/country program director and staff in ensuring that GE issues are part of the policy dialogue • level of GE expertise required • identification of entry points for achieving GE results • identification and implementation of complementary initiatives to improve government capacity, particularly for collection and analysis of sex- or age-disaggregated data and/or achieving GE results 	2011	Working Group, see under action 1.3.2.
		3.3.2 Build partnerships on GE with like-minded donors	To be identified by working group under action 1.3.2. Could include: <ul style="list-style-type: none"> • donor-government joint GE working groups at country level • joint GE country assessments, missions, programming • role of HOA in taking forward advice and recommendations of gender equality groups 	2011
	Partnerships with like-minded donors in support of GE objectives in multilateral organizations, development organizations, and international humanitarian organizations and policy forums		2011	MGPB
* Programming branches include GPB, APTF, MGPB, PWCB				