

Terms of reference: A review of gender mainstreaming in foreign and development cooperation policy

Ministry of Foreign Affairs

Policy and Operations Evaluation Department (IOB)

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Acronyms

BIS	Office for International Cooperation
DDE	Sustainable Economic Development Department
DGIS	Directorate-General for International Cooperation
DGPZ	Directorate-General for Political Affairs
DMM	Multilateral Organisations and Human Rights Department
DSH	Department for Stabilisation and Humanitarian Aid
DSO	Social Development Department
DVB	Security Policy Department
IGG	Inclusive Green Growth Department
IOB	Policy and Operations Evaluation Department, ministry of Foreign Affairs
SDG(s)	Sustainable Development Goal(s)
TFVG	Taskforce for Women's Rights and Gender Equality, ministry of Foreign Affairs
ToC	Theory of Change
UN	United Nations

Introduction

The concept of gender mainstreaming is about incorporating a gender equality perspective in strategies and policies, in the different phases of the management cycle of projects and programmes – from identification to implementation and evaluation – as well as in the organization’s systems and structures to avoid that they reproduce gender inequality. The ultimate goal is to achieve gender equality.¹

The concept has a long history in Dutch development cooperation policy.² Its importance was reconfirmed in the government’s most recent overall development policy note Investing in Global Prospects³ of May 2018.

Despite being a key policy element, findings from IOB’s gender policy evaluation of 2015⁴ indicate that putting it into practice had been a major challenge. This was also recognized in the Government’s policy reaction that accompanied the report and improvements were promised to address the state of affairs.⁵ Now, five years on, the question is what has happened since or, more specifically: how and to what extent has gender been mainstreamed in Dutch foreign policy and development aid and what do we know of the results accomplished?

Over and above documenting the accomplishments to date, the review aims to deduce practical recommendations for the further development of gender mainstreaming in Dutch foreign policy and international development cooperation. Specifically, the review aims to derive recommendations for the development of new instruments, activities and strategies that the ministry of Foreign Affairs could initiate to further enhance gender mainstreaming. Furthermore, IOB will use the review as a building block for the policy evaluation on social change that will be finalized in 2022.

These terms of reference guide the implementation of this review.⁶ They describe the research questions, the focus of and approach to the review, the methods that will be employed, the internal and external quality control mechanisms and the organization and planning of the research.

Policy framework

The year 2015 saw the publication of the IOB gender policy evaluation, a meta-evaluation conducted by the African Development Bank⁷ and an evaluation of the European Union’s

¹ The Agreed Conclusions of the Economic and Social Council of the UN (1997/2) provide a definition of gender mainstreaming strategy in the following words: “...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.”
<https://www.un.org/womenwatch/osagi/pdf/factsheet3.pdf>

² See IOB’s evaluation of 1998, [Women and Development - Policy and implementation in Netherlands development cooperation 1985–1996](#). For subsequent years, see IOB, 2015.

³ <https://www.government.nl/documents/policy-notes/2018/05/18/investing-in-global-prospects>

⁴ <https://www.iob-evaluatie.nl/publicaties/beleidsdoorlichtingen/2015/07/01/405---iob-gender-sense--sensitivity-%E2%80%93-policy-evaluation-on-womens-rights-and-gender-equality-2007-2014>

⁵ According to the policy reaction of 16 November 2015, ‘*Het kabinet herkent het beeld dat IOB schetst waarbij de politieke prioriteit voor gendergelijkheid ongelijkmatig zijn weg vindt naar programma’s en projecten*’.

⁶ This review is one of the building blocks for the policy evaluation of Article 3 of the budget of the ministry for Foreign Trade and Development Cooperation.

⁷ African Development Bank 2012

external gender policy.⁸ All three studies showed that the reviewed organizations lacked the necessary leadership, knowledge, skills and means to show results of gender mainstreaming in the analysis, programming and execution of policy.

Given the tradition and ambition of the Dutch government to advocate for gender equality at home and abroad, the Taskforce for Women's Rights and Gender Equality (TFVVG) established within the ministry of Foreign Affairs in 2014 developed an action plan to address the findings of these studies in 2016.⁹ In line with this action plan, the following departments developed their own action plans in 2017/2018:

Directorate-General for International Cooperation (DGIS)

- Inclusive Green Growth Department (IGG)
- Department for Stabilisation and Humanitarian Aid (DSH)
- Sustainable Economic Development Department (DDE)
- Office for International Cooperation (BIS)
- Social Development Department (DSO)

Directorate-General for Political Affairs (DGPZ)

- Multilateral Organisations and Human Rights Department (DMM)
- Security Policy Department (DVB)¹⁰

Directorate-General for Foreign Economic Relations (DGBEB)

The Dutch Government reconfirmed gender equality and the empowerment of women and girls as a cross-cutting goal of Dutch development cooperation in its policy note '*Investing in Global Prospects*' of May 2018 and outlined the policy objectives in this domain in the Theory of Change Women's Rights and Gender Equality in October 2018.

The Government's agenda to promote gender equality and the empowerment of women and girls (SDG-5¹¹) focuses on four targets:

- Increase women's participation in political and other decision-making and women in leadership
- Increase economic empowerment and improve the economic climate for women
- Prevent and eliminate violence against women and girls
- Strengthen the role of women in conflict prevention and peace processes, and protect them in conflict situations.

The policy note '*Investing in Global Prospects*' recognizes that stand-alone programmes are not sufficient to address gender equality and women's empowerment. Improving gender equality requires an active effort in all aspects of policy.¹² The Theory of Change therefore outlines that these goals aim to be achieved through the implementation of three kinds of measures:

- Standalone gender equality programs

⁸ Evaluation of EU Support to Gender Equality, Main report April 2015

⁹ Memo MINBUZA-2016.5074

¹⁰ DVB does not have an overall policy action plan, but they are responsible for the target area "women, peace and security"

¹¹ <https://www.un.org/sustainabledevelopment/gender-equality/>

¹² Investing in Global Prospects, 2018: 23, 27.

- This for example refers to the Funding Leadership and Opportunities for Women (FLOW) program, which finances organizations that aim to ban violence against women and girls and support women's political and economic participation.
- The three gender specific strategic partnerships with civil society organisations under Dialogue and Dissent¹³, the National Action Plan (NAP) programs to implement UN Security Council resolution 1325 and the Leading from the South (LfS) fund, which supports women's rights organizations in the global South, also fall into this category.
- Gender diplomacy
 - During its membership of the UN Security Council in 2018, the Netherlands e.g. advocated for the implementation of the UNSC resolution 1325 in all aspects of the work of the Security Council. In the context of its membership of the Human Rights Council, the Netherlands helps to monitor governments' compliance with the international agreements on women's rights and gender equality. Gender diplomacy also refers to bilateral gender diplomacy undertaken by the Ministry, permanent missions and embassies abroad. An Ambassador for Women's Rights and Gender Equality has been appointed with the aim to contribute to the external exposure of Dutch international gender policy in the Netherlands and abroad.
- Gender mainstreaming
 - There are two streams within this measure. First, gender sensitive perspectives have to be integrated into the foreign trade and development cooperation projects that are funded by the ministry. This e.g. refers to the ministry's requirement to include a gender analysis and a gender strategy for projects in the domains of food security, water and sanitation and energy, as well as for projects funded through the Dutch Good Growth Fund¹⁴ and the Sustainable Trade Initiative¹⁵. Second, gender sensitive perspectives need to be mainstreamed within the ministry's thematic policy departments. The TFIG therefore supports and advises on the integration of gender perspectives in the organization and policy of the departments. The task force functions as a knowledge broker and can offer both internal and external expertise on gender perspectives.

The current evaluation focuses on gender mainstreaming, since the IOB's gender policy evaluation of 2015 shows that although gender mainstreaming has been a key policy element, really putting it into practice has been a major challenge for many reasons. The first recommendation from 2015 was thus that the time had come *'to move beyond rhetoric and to start making gender mainstreaming .. a reality and that gender issues should be included in the design and implementation of all policies, programmes and projects, and not just in those dealing with women or sexual reproductive health and rights'*.¹⁶ In their policy reaction of November 2015¹⁷, the ministers of Foreign Affairs and for Foreign Trade and Development Cooperation acknowledged that the practice of gender mainstreaming had been 'unruly'. They underlined that successful integration of gender was not only a matter of procedures and guidelines but also of awareness, motivation, inspiration and accountability. Remedial action was promised,

¹³ Count Me In! (CMI), Global Alliance for Green and Gender Action (GAGGA) and Girls Advocacy Alliance (GAA)

¹⁴ <https://www.advanceconsulting.nl/financing/concessional-loans/dtif-dutch-trade-and-investment-fund/?gclid=EAJalQobChMI1M-Rmsam6AIVhuR3Ch0gPAWXEAAAYASAAEgKQQfD BwE>

¹⁵ <https://www.idhsustainabletrade.com/about-idh/?gclid=EAJalQobChMI P-mrsam6AIVGeR3Ch0xiwxHEAAAYASAAEgl 7PD BwE>

¹⁶ IOB, 2015: 21.

¹⁷ <https://www.rijksoverheid.nl/documenten/kamerstukken/2015/11/17/kamerbrief-over-iob-beleidsdoorlichting-gender-sense-and-sensitivity>

e.g. in terms of stepping up gender analysis and knowledge sharing on gender mainstreaming in aid programming, planning and implementation.

Gender mainstreaming is a process of institutional transformation¹⁸, i.e. it requires organizational change. The European Institute for Gender Equality¹⁹ has developed a thirteen step guide to establish this transformation in a Gender Mainstreaming Toolkit from 2016²⁰. These steps for example refer to the need to state gender equality objectives, developing gender equality competence, and the launch of gender equality action plans. Several of these steps have indeed been taken by the TFVG, other departments and embassies. We will build on the steps that have been outlined in the toolkit to see where the ministry currently stands and which steps are still to be taken in order to progress.

The aim of the TFVG is to facilitate departments, embassies and other staff to contribute to women's rights and gender equality in their work. Ultimately, mainstreaming however implies that it is up to the departments themselves (not the TFVG) to determine their gender goals, strategies and results.

In addition to the above-mentioned action plans, the TFVG has also employed the following activities to support and facilitate gender mainstreaming within the Ministry:

- The development of an online training course "Gender (of) course" that is open for all policy staff at the department and that is well-attended. Two thematic courses are also available on gender & crisis and conflict and gender & sustainable economic development and business. A "Gender at Work" platform (Sharepoint site) was created, where state of the art information regarding gender equality is made available.
- A social network has been developed which allows both appointed and voluntary "gender focal points" to connect and share information.
- The TFVG supports annual campaigns around Orange the World (to end violence against women) and International Women's Day with communication and social media toolkits.
- A gender marker workshop was organized together with the Gendernet secretariat and OESO/DAC colleagues for gender focal points on how to use this instrument.

Despite these efforts, gender-mainstreaming is not easily accomplished, because it requires organizational change. The Gender and Development Network²¹ has developed a Theory of Change for this change process, which includes a model of the stages of organizational commitment to gender equality and women's rights²². This model highlights the need for internal champions of change, influencing activities and the impact of technical processes. It also highlights that at all stages of organizational change, attitudes and behavior of policy makers need to be influenced.

¹⁸ EIGE Institutional Transformation Gender Mainstreaming Toolkit 2016

¹⁹ <https://eige.europa.eu/>

²⁰ <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation>

²¹ <https://gadnetwork.org>

²² <https://gadnetwork.org/blogs/2015/3/6/20-years-of-gender-mainstreaming-how-can-we-do-it-better>

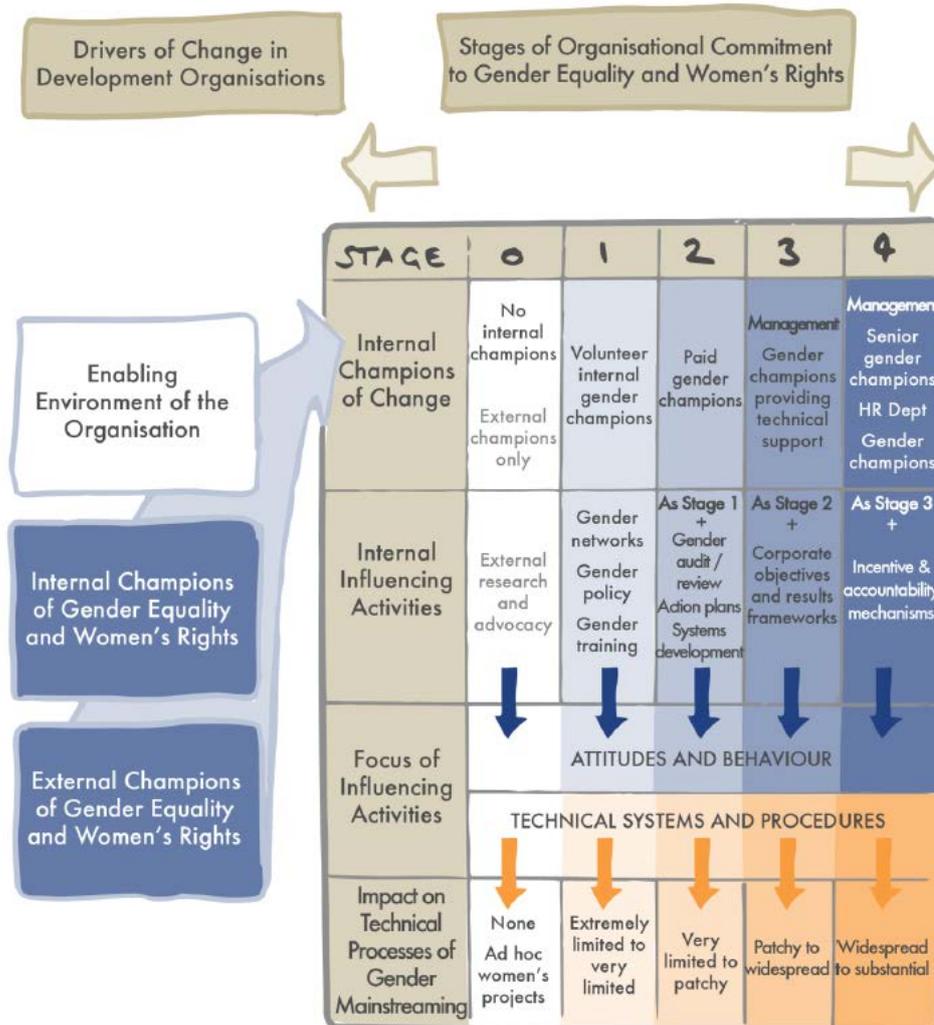


Figure 1. Theory of Change for developing change concerning gender mainstreaming by the Gender and Development Network (GADN)

Research Questions and Focus

The review will be undertaken by IOB staff and follow two main lines of inquiry.

First, we will examine the extent to which policies and evaluations in the targeted domains include a gender perspective. To what extent can changes be identified in these documents since the IOB evaluation of 2015? Do they include explicit gender strategies? Do civil society organizations and other institutions outside the ministry conduct gender analyses for the projects that the ministry funds? How do evaluations of projects and programmes in priority sectors such as private sector development or peace building and security, report on gender related project outcomes?

Second, the review will aim to transcend the “paper reality” of policy documents and will analyze the extent the stages of change as outlined in the Theory of Change in Figure 1 have been achieved and put into practice by policy makers across policy domains? The answers to

these questions will reveal which steps are yet to be taken and which activities could be developed further.

Review questions

The review will address the following research questions:

1. How and to what extent has gender been mainstreamed in Dutch foreign policy and development aid and what do we know of the results accomplished?
 - a. How does the ministry operationalize the notion of 'gender'²³ in its policies and how has this developed in the years since 2015?
 - b. To what extent do program and project documents, including the partnership agreements that were concluded with different organisations, identify and analyze specific gender needs and interests? If they do, are they sufficiently clear and do they provide a concrete action perspective? If they do *not*, how come?
 - c. To what extent were gender needs and interests translated into the different phases of the policy cycle, i.e. from problem and needs analysis, to the design and implementation of interventions to the evaluation of such interventions? If not, how come? Can differences between gender sensitive, gender responsive, gender transformative approaches be identified?
 - d. What strategies have different thematic and country departments used to conduct gender analyses? Which best practices have been identified? In which areas is gender mainstreaming less likely to be included and what explains this?
 - e. What do evaluation reports²⁴ say about the (sustainability of the) outputs and outcomes of these interventions for women? Were any (beneficial or detrimental) unintended consequences identified?
 - f. How do the findings from the above analysis compare with those reported in IOB's gender policy evaluation of 2015 and with the findings of gender policy evaluations of a selection of other donors?
2. Which stages of the organizational change model have been realized so far and which areas could use more attention?
 - a. What are the attitudes and norms towards gender mainstreaming among different levels of ministry staff? Has there been commitment at the top?
 - b. Do staff members at different levels of seniority and at different thematic departments have the necessary technical skills and knowledge to adopt a gender perspective?
 - c. Which incentives are in place to encourage gender-sensitive behavior and how do they work? Are policy makers kept accountable for gender results? If so, how? If not, why? Which organizational structures are in place to monitor change?

From the answers to these questions, IOB will identify the main lessons learned and provide recommendations that can be used for the development of new instruments, activities and strategies that the ministry of Foreign Affairs could initiate to further enhance gender mainstreaming.

²³ Gender will not only refer to women and girls, but the needs of boys and men and sexual minorities as well.

²⁴ See the annex for a preliminary overview of identified evaluation reports

Review focus

The review focuses on the period 2015-2019/2020 and deals with the following priority sectors and themes:

- Security and rule of law (and the subtopics conflict prevention and peace processes)
- Economic/private sector development and poverty alleviation (including agricultural development and food security)
- Humanitarian assistance
- Water and sanitation
- Sexual and Reproductive Health and Rights

The main reasons for this focus are: (i) these sectors have been priority areas of Dutch development aid for several years (since 2011-2012); (ii) the policy note Investing in Global Prospects (2018) has identified gender as a key cross-cutting issue in relation to these priorities (see textbox below).

Gender Priorities in Investing in Global Prospects

According to this policy note, the Netherlands is working to promote gender equality and the empowerment of women and girls, a goal in all components of the Netherlands overall development cooperation policy. The four aims are:

- (i) increase women's participation in political and other decision-making and women in leadership;
- (II) increase economic empowerment and improve the economic climate for women;
- (III) prevent and eliminate violence against women and girls; and
- (IV) strengthen the role of women in conflict prevention and peace processes, and protect them in conflict situations.

The note stresses furthermore that the Netherlands wants to take further steps in gender mainstreaming.

The proposed timeframe and thematic focus ensure follow-up of IOB's earlier gender policy evaluation of 2015.²⁵

The first research question will primarily be answered on the basis of a document review. We will structure this review according to the different phases of the policy cycle in which a gender sensitive²⁶ perspective should be visible. This for example refers to:

- The identification of needs and the formulation of the policy goals
- The operationalization of the policy – turning policy into interventions, projects and programs

²⁵ Gender mainstreaming in peace and security was at the core of the IOB, 2015, Gender, peace and security, evaluation of the Netherlands and UN Security Council Resolution 1325. -

²⁶ The availability of sex aggregated data might indicate gender sensitivity but not imply structural change for women & girls empowerment and gender equality. For this, a gender responsive or gender transformative approach would be needed. We will assess to what extent differences in these types of approaches can be identified and if the choice of approach is based on the context, feasibility, capacities of the implementing partners, wishes of the beneficiaries etc.

- The nature of the gender strategy in terms of its transformative character and the rationale for the chosen strategy (if possible).
- The execution of policy and the steering and monitoring thereof
- The evaluation of interventions and policies.

We will use the Action Plans²⁷ that most thematic departments have developed in response to the findings of the IOB's 2015 evaluation as well as the thematic theories of change, thematic results frameworks and results indicators, action plans and evaluation reports. We will select programs and projects that fit into the above-mentioned priority areas.²⁸ We will conduct interviews with policy makers, scholars and gender experts to verify the outcomes of the desk review with the departments concerned²⁹.

For the comparison of Dutch efforts with other donors (question 1e), we will look at countries that have a strong reputation in the field of gender equality and sensitivity: Canada³⁰, Sweden and Norway³¹. We will use the information (including policy documents and evaluation reports) that these countries have and explore the option of conducting interviews with gender mainstreaming experts in these countries. We anticipate that this benchmarking exercise can contribute to developing lessons learned and recommendations for the ministry in the Netherlands.

To answer research question 2, we will use the available internal documentation and conduct interviews and focus groups with a selection of policy makers from the relevant priority areas. These interviews will center around the organizational change model depicted in Figure 1. The ministry's TFVG and its associated Gender Focal Points will play an integral role in this study. These focal points will be interviewed in the context of answering this research question.

Review approach

IOB will answer these research questions using the following source material:

<i>Questions</i>	<i>Methods</i>	<i>Sources</i>
1. How and to what extent has gender been mainstreamed in Dutch foreign policy and development aid and what do we know of the results accomplished?		
a. How does the ministry operationalize the notion of 'gender' in its policies and how has this developed in the years since 2015?	· Document review ³² · Interviews	· IOB evaluation 2015 · ToC's 2015 & 2018 · Policy notes · Investing in Global Prospects, 2018
b. To what extent do program and project documents, including the partnership agreements that were concluded with different organisations, identify and analyze specific gender needs and interests? If they do, are they sufficiently clear and do they provide a concrete action perspective? If they do not, how come?	· Document review · Interviews	· Policy notes · Internal policy documents · ToC's 2015 & 2018

²⁷ [https://247.plaza.buzaservices.nl/subject/genderwork/Lists/Plans of Action/AllItems.aspx](https://247.plaza.buzaservices.nl/subject/genderwork/Lists/Plans%20of%20Action/AllItems.aspx)

²⁸ See Annex 4 for the outcomes of a preliminary systematic document review.

²⁹ See Annex 2 for a preliminary list of interviewees.

³⁰ Canada for example has developed a Feminist International Assistance Policy: https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/policy-politique.aspx?lang=eng#6

³¹ <https://eige.europa.eu/gender-equality-index/2019/compare-countries>

³² This document review will concern, as mentioned above, amongst others: policy documents, theories of change, programme and project documents, mid-term and final evaluations, evaluation reports of IOB and others.

c.	To what extent were gender needs and interests translated into the different phases of the policy cycle, i.e. from problem and needs analysis, to the design and implementation of interventions to the evaluation of such interventions? If not, how come? Can differences between gender sensitive, gender responsive, gender transformative approaches be identified?	· Document review · Interviews	· Evaluation reports ³³ · Action plans 2017/2018 / 2019 · Internal policy documents · Policy notes thematic departments · Multi annual country strategies
d.	What strategies have different thematic and country departments used to conduct gender analyses? Which best practices have been identified? In which areas is gender mainstreaming less likely to be included and what explains this?	· Document review · Interviews / focus groups	· Evaluation reports
e.	What do evaluation reports ³⁴ say about the (sustainability of the) outputs and outcomes of these interventions for women? Were any (beneficial or detrimental) unintended consequences identified?	· Document review, possibly including thematic coding · Interviews	· Evaluation reports · Other research (literature) · Verification of policy theories
f.	How do the findings from the above analysis compare with those reported in IOB's gender policy evaluation of 2015 and with the findings of gender policy evaluations of a selection of other donors?	· Document review · Interviews	· Interviews & evaluation reports on gender mainstreaming policies and practices of other key donors (e.g. Canada, Sweden and Norway), since 2015. · The World Bank · EU (EEAS, EIGE) · OECD · UN Women
2. Which stages of the organizational change model have been realized so far and which areas could use more attention?			
g.	What are the attitudes and norms towards gender mainstreaming among different levels of ministry staff? Has there been commitment at the top?	· Interviews with Taskforce members & gender focal points	- all reviewed documents
h.	Do staff members at different levels of seniority and at different thematic departments have the necessary technical skills and knowledge to adopt a gender perspective?	· Interviews · Focus groups	Interview responses
i.	Which incentives are in place to encourage gender-sensitive behavior and how do they work? Are policy makers kept accountable for gender results? If so, how? If not, why? Which organizational structures are in place to monitor change?	· Survey · Interviews · Document review	· Internal interviews · Interviews and documents from other donor countries

It is envisaged that, at least for the time being, all interviews and possible focus groups will be held online (unless they can be postponed to later in 2020 when restrictions related to the Covid-19 virus outbreak may be eased).

³³ Before incorporating the findings of these reports into the analysis, a quality assessment of these reports will be done to ensure that we are dealing with credible evidence. We will also use IOB's own (policy) evaluations and related (country) studies that were completed in above mentioned timeframe (see Annex 2).

³⁴ See the annex for a preliminary overview of identified evaluation reports

Limitations

As outlined in the introduction, gender mainstreaming refers to “...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels”. An exhaustive review would therefore examine all policy, evaluation and project documents that have been produced by or for the ministry of Foreign Affairs during the last five years. Since this is not a feasible endeavor to undertake within the timeframe of 1 year, the review will focus on a selection of policy domains and projects within these domains. The preliminary strategy for the document review is outlined in Annex 4. The objective is to avoid over-generalisation of the conclusions.

Another issue to be kept in mind is that evaluations often look back quite some years and that even recent evaluations, certainly as far as results and impact are concerned, will not be able to capture the effect of recent policy decisions.

Organisation, management, planning

IOB will organize the implementation of the review in 2020. More specifically, IOB, represented by Marieke van Egmond and Paul de Nooijer will:

- Undertake the document review.
- Conduct the interviews on the basis of the findings of the desk review. Draft a report on the results of the review.
- Draft the final review report

The timing of the exercise is depicted in the following table.

	March	April	May	June	July	August	September	October	November	December
Approval terms of reference IOB										
<i>Milestones</i>										
• Review policy documents										
• Review IOB evaluations										
• Review other evaluations										
• Review evaluations of other donors										
Review report finalized and edited										
Internal and external interviews										
Full draft report written										
Draft report reviewed										
Full report completed										
Presentation and discussion of findings										

Quality control

IOB will maintain its regular quality control processes for this review. Internal peer review will be ensured by Rob van Poelje and Anne Bakker of IOB. A reference group will be set up to advise as well. The members of the group have been involved in reviewing these terms of reference and will subsequently advise on the review report, its main findings, lessons learned and recommendations.

The reference group includes three internal members: Hinke Nauta from the TFGV, Frank Huisigh from the Multilateral Organisations and Human Rights Department (DMM) and Adriaan van Velthoven from the Sustainable Economic Development Department (DDE). The group furthermore includes three external experts: Marleen Dekker of Leiden University, Wendy Janssens from the Free University of Amsterdam and Amsterdam Institute for Global Health and Development and Serena Cruz from the Amsterdam Institute for Global Health and Development.

Outputs

The review will have several key outputs, including:

- An English-language report that will be published on IOB's website. The report will be accompanied by a plain-language summary on gender mainstreaming in English and Dutch. The report will be used for several events involving amongst others representatives from Dutch NGOs and think tanks.
- A special policy brief for ministry departments and embassies on how gender mainstreaming in Dutch foreign and development policy can be further enhanced.
- In parallel with this policy brief, IOB will organize internal and external workshop-style sessions to develop concrete input for further action plans in line with the results. This could for example take the form of a workshop with the DGIS management team, DG BEB and DGPZ. Similar workshops may be organized with the TFGV staff and the Gender Focal points to follow-up on the practical implications of the evaluation findings. Likewise on-line events are foreseen with staff from embassies and permanent missions.
- IOB will consider the creation of an e-zine to make the findings and lessons learned available to a wider, possibly international audience.

Depending on the state of affairs with respect to the Covid-19 virus, these events will be on-line.

Annexes

Annex 1: Key policy documents

- Gender mainstreaming strategy [2020](#)
- Memo DGIS 2016 n.a.v. IOB conclusions 2015 report
- [Plans of Action:](#)
 - Plan van Aanpak TFVG
 - Plan van Aanpak IGG 2017
 - Plan van Aanpak DSO
 - Plan van Aanpak DSH
 - Plan van Aanpak DMM
 - Plan van Aanpak DDE
 - Plan van Aanpak BIS
- OECD DAC gender equality policy marker³⁵
- National Action Plan 1325 (Women, peace and security)
- Policy brief november 2019 by Timo Smit: Towards a more gender balanced EU civilian CSDP
- UN Women [Strategic Plan 2018 - 2021](#)
- Women's Entrepreneurship and Access to Finance (2017)
- Synthesis Evaluation of the Gender Mainstreaming at the African Development Bank APPROACH PAPER (May 2019)³⁶
- Integrale migratie agenda maart 2018 (woorden gender, vrouw en man komen niet voor)
- EU Action Plan on Gender Equality and Women's Empowerment in Development (originally adopted in 2010).
- EU Action Plan on Women, Peace and Security (WPS) 2019 - 2024

- **Security & rule of law**

Ministry of Foreign Affairs (2015). [Theory of Change](#) for Security & Rule of Law.

Ministry of Foreign Affairs (2018). [Theory of Change](#) for Security & Rule of Law.

Ministry of Foreign Affairs (2015). [Theory of Change](#) for the security and rule of law policy priority in fragile situations.

Ministry of Foreign Affairs (2018). [Theory of Change](#) for the security and rule of law policy priority in fragile situations.

Ministry of Foreign Affairs (2016). [Subsidiekader](#) Vrouwen, Vrede en Veiligheid.

- **Climate**

Ministry of Foreign Affairs (2015). [Theory of Change](#) for the climate change policy.:

Ministry of Foreign Affairs (2018). [Theory of Change](#) for the climate change policy.:

Ministry of Foreign Affairs (2015). [Theory of Change](#) for the water policy.

Ministry of Foreign Affairs (2018). [Theory of Change](#) for the water policy.

- **Private sector development**

Ministry of Foreign Affairs (2015). [Theory of Change](#) for the private sector development policy.

Ministry of Foreign Affairs (2018). [Theory of Change](#) for the private sector development policy.

³⁵ <https://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

³⁶ https://idev.afdb.org/sites/default/files/documents/files/Synthesis%20Evaluation%20of%20GM%20Approach%20Paper%20May_2019.pdf

Ministry of Foreign Affairs (2015). [Results](#) Private Sector Development 2014.
Ministry of Foreign Affairs (2016). [Beleidskader](#) Addressing Root Causes Fund.
Ministry of Foreign Affairs (2019). [Hoofdpijnen](#) Beleidskader Versterking Maatschappelijk Middenveld.

- **Food security**

Ministry of Foreign Affairs (2015). [Theory of Change](#) for food security policy.
Ministry of Foreign Affairs (2018). [Theory of Change](#) for food security policy.

Annex 2: IOB studies to be covered

- 433 – IOB – Mind the governance gap, map the chain - Evaluation of the Dutch government's policy on international responsible business conduct (2012–2018)
- 428 - IOB - Less Pretension, More Realism An evaluation of the Reconstruction Programme (2012 - 2015), the Strategic Partnerships in Chronic Crises Programme (2014 - 2016) and the Addressing Root Causes Tender Process
- 422 – IOB – Een analyse van armoede en ongelijkheid in de context van transitie – Transitie en inclusieve ontwikkeling in Sub-Sahara Afrika;
- 420 – IOB - Better Ways of Trading - Evaluation of Technical Assistance for Trade Policy and Regulations
- 419 – IOB – Review of Dutch food security policy 2012-2016 – Food for thought; including related country studies on Bangladesh, Ethiopia, Rwanda and Uganda
- 418 – IOB – Policy review of Dutch development aid policy for improved water management, 2006-2016 – Tackling major water challenges;
- 417 – IOB – Beleidsdoorlichting van de Nederlandse samenwerking met de ontwikkelingsorganisaties van de Verenigde Naties;
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