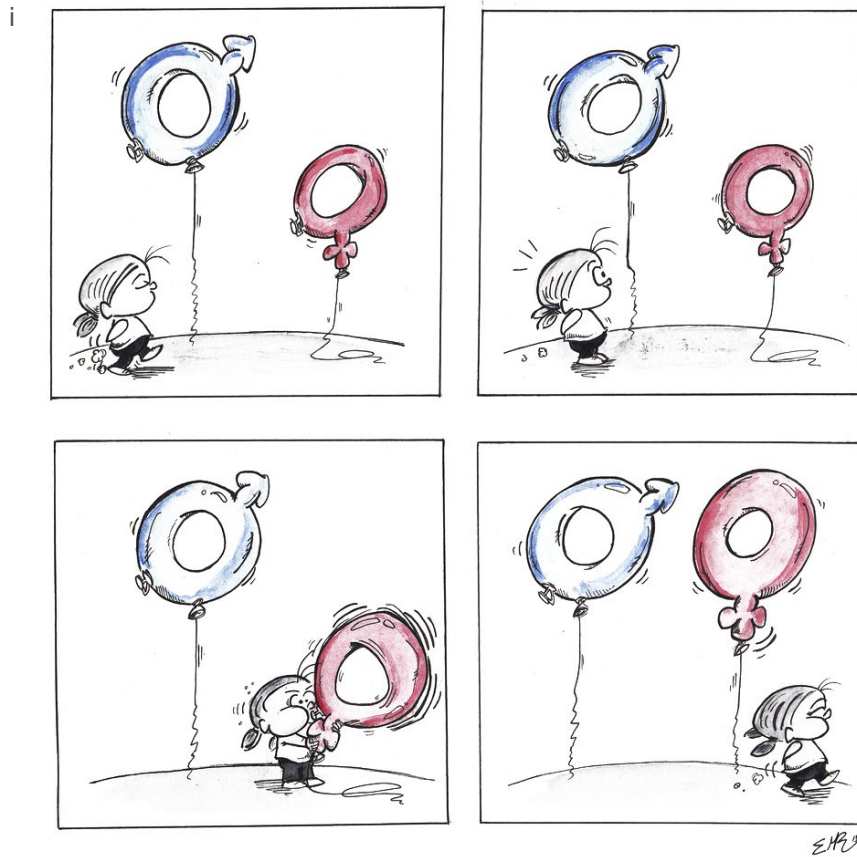




IDI GENDER STRATEGY



“ Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance. ”

—— Kofi Annan ——

“ Culture does not make people. People make culture. If it is true that the full humanity of women is not our culture, then we can and must make it our culture. ”

—— Chimamanda Ngozi Adichie ——

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OUR IDI GENDER STRATEGY IN BRIEF

GENDER MATTERS FOR SUPREME AUDIT INSTITUTIONS (SAIs)

If SAIs want to truly make a difference to the lives of everyone and contribute to sustainable development



they have to apply a gender lens in their organisations and in their audit work.

"EVERYONE" means all facets of society: women, men, girls and boys, all genders and any marginalised groups.



OUR VISION

Effective, accountable and inclusive Supreme Audit Institutions are gender-responsive, leave no one behind and benefit everyone.



OUR MISSION

Support SAIs in developing countries in sustainably enhancing their performance and capacities. Apply a gender lens by supporting SAIs to become gender-responsive as organisations and in their audit work.

OUR 2 STRATEGIC PRIORITIES

1

SAIs are gender responsive organisations & conducting audits that contribute to Gender Equality

Raise Awareness & Advocate for Gender Equality with SAIs



Work together with INTOSAI Bodies, Regions & other Stakeholders



Integrate Gender into our Support to SAIs



2

Lead by example: IDI is a gender responsive organisation

Build Gender Balanced Human Resources, Gender Expertise & Competence



Build Gender Equality into IDI's Organisational Culture



Mainstream Gender in Decision-making



Share Knowledge & Communicate on Gender



1. OUR VISION AND MISSION

OUR GENDER VISION

Our overall vision for IDI in the Strategic Plan 2019-2023 is “Effective, accountable and inclusive Supreme Audit Institutions making a difference in the quality of public sector governance and service delivery for the value and benefit of citizens.”

We picture a world where Supreme Audit Institutions (SAIs) are gender-responsive, leave no one behind and benefit everyone.

OUR GENDER MISSION

Our mission is to support SAIs in developing countries in sustainably enhancing their performance and capacities. Our support to SAIs’ audit work and their development as gender-responsive organisations contributes to this mission.

2. GENDER MATTERS

Inclusiveness, empowerment and equality are at the heart of the 2030 Agenda for Sustainable Development. Gender equality is both a Sustainable Development Goal (SDG) itself¹ and also a cross-cutting issue in all areas of sustainable development. Yet, inequalities persist around the world. They are shaped by different aspects of people’s identities. Gender inequality² intersects with other factors such as class, race, income, ethnicity, culture, religion, sexual orientation, age and disability.

To contribute to sustainable development and to truly make a difference to the lives of everyone -

including women and men, girls and boys and all genders - SAIs have to address gender and inclusiveness in their organisations and work. INTOSAI Principle 12 (INTOSAI P-12) on “the Value and Benefits of Supreme Audit Institutions – making a difference to the lives of citizens” highlights the need to remain responsive to changing environments and emerging risks. This includes adopting appropriate responses to key issues affecting society, such as gender, and also leading by example as an institution.

¹Sustainable Development Goal 5 (SDG): Achieve gender equality and empower all women and girls.

² Some examples of gender inequalities are the underrepresentation of women in decision-making, gender pay gaps, lower levels of men carrying out unpaid care work and the persistence of the global pandemic of gender-based violence.



The role of inclusive societies for sustainable development is also highlighted in the INTOSAI Strategic Plan 2017-2022³. The follow-up and review of the SDGs, including SDG 5, is listed as a cross-cutting priority for INTOSAI.

Against this backdrop, the IDI Gender Strategy spells out our ambition to step up our engagement with gender issues and our commitment to supporting gender-responsive SAIs. Our commitment to gender issues is enshrined in the IDI Strategic Plan 2019-2023. The Gender Strategy will empower us to continue building on this commitment. We are convinced that IDI will have a greater impact

by applying a gender and intersectionality lens, through which we will strive to leave no one behind in our engagement.

The focus of this strategy is gender. However, we believe that many of the suggested measures can be translated and applied to other aspects of inclusiveness, thereby taking into account all facets of a diverse society.

To advance this agenda, we will address issues of gender and intersectionality with SAIs - in their organisation and in their audit work - and within our own organisation.

³ Available on <https://www.intosai.org>

3. BUILDING ON OUR STRATEGIC PLAN, APPROACH AND GENDER EXPERIENCE

Our Strategic Plan 2019-2023 lays the groundwork for integrating a gender perspective throughout our organisation and portfolio. Building on our strategic commitment to fully integrate a gender perspective through a variety of measures, including the gradual integration of gender analyses into the design and implementation of IDI initiatives; on our unique approach to capacity development as well as on our work and experience on gender, we see this strategy as a cornerstone along a Gender Continuum (as described further below), going beyond our Strategic Plan period.

While applying a gender lens is not completely new for us, this Strategy is a natural next step, building on our Strategic Plan and on our previous work and experience on gender. Our work and experience were informed by several documents and policies such as our IDI gender policy, our Gender Equality Institutional Assessment in 2016, the engagement of our gender focal point in the Strategic Support Unit and our internal Gender Analysis Framework and Guidance.

We have started to apply a gender lens in our work with SAIs and expect to enrich our experience through gender focused pilots where possible. We have established a budget and pool for external gender expertise. At the same time, we have started to integrate resources for gender under IDI initiatives and work streams. Looking to the future, we will operationalise the strategy, by gradually implementing a multi-annual action plan. This plan will be translated into our Operational Plans each year. It offers a medium-term perspective suggesting concrete actions that will be periodically reviewed over the years. Gender indicators will continue to be captured in our IDI results framework.

4. LEADING BY EXAMPLE

Our aspiration is to lead by example as a gender-responsive organisation. This strategy will help us to make strides in this direction. The strategy will be applicable to all IDI staff and influence how we work with our partners. It will support our efforts to raise awareness of gender issues in the INTOSAI community and with other stakeholders. It will also serve as a source of information and reference point for our partners, including the SAIs.

⁴ Our IDI approach focusses on SAI ownership and leadership, facilitation and change management, partnership and needs-based support. For more information, see our IDI Strategic Plan 2019-2023.

5. OUR STRATEGIC PRIORITIES

Our vision is a world where SAIs are gender-responsive, leave no one behind and benefit everyone. In order to help achieve this vision, IDI will work towards two key objectives:

- I. SAIs being gender-responsive organisations and conducting audits that contribute to gender equality.
- II. IDI being a gender-responsive organisation as a goal in itself, and as a precondition to support point I.

5.1. Supporting SAIs in Becoming Gender-responsive Organisations and Conducting Audits that Contribute to Gender Equality

IDI will work to facilitate gender mainstreaming and institutional transformation in SAIs, and to promote and support audits that contribute to gender equality. This will be done by focusing on three key elements: Raising awareness and advocating for gender equality at the SAI level, working with INTOSAI and other stakeholders, and integrating gender into IDI's support to SAIs. Each of these elements are discussed in detail below.

Raising Awareness and Advocating for Gender Equality with SAIs

We are deeply convinced that raising awareness, stimulating debate and discussion with SAIs on gender and intersectionality and on the need for a more institutionalised gender approach⁵ is crucial. The nine targets of Sustainable Development Goal 5⁶ provide for a practical roadmap to transform attitudes and practices. At the same time, we recognise that we work in diverse gendered contexts. Dialogue, openness, and contextual

understanding are important aspects in our communications and advocacy efforts.

- ➔ By building our own gender track record within our organisation and through our work, we will be more credible when promoting the importance of gender equality to our partners and stakeholders (see also below: “integrating Gender into our Support to SAIs”)
- ➔ We will seek to involve our own IDI Board in our awareness raising efforts

Working together with INTOSAI Bodies, Regions and other Stakeholders

IDI is part of the INTOSAI family, and a trusted partner for SAIs, INTOSAI regions and other INTOSAI stakeholders. We have a long and proud history of successfully working and cooperating with various members of the INTOSAI community. This cooperation has been, and will remain, at the heart of our engagement, and it will serve as a strong foundation for our future efforts to effectively engage with the INTOSAI community on gender.

- ➔ We will continue to work together with other INTOSAI bodies and regions to raise awareness about the role of SAIs in promoting gender equality

⁵ This entails integrating gender equality into SAI governance (e.g. by developing a gender policy and/or strategy, by setting up appropriate structures, such as gender focal points or similar; or by integrating gender equality into human resources and decision-making).

⁶ <https://www.un.org/sustainabledevelopment/gender-equality/>

Many other entities, including international, regional and national Women's Rights Organisations, Civil Society Organisations (CSOs) and Development Partners are engaged in advancing gender equality.

- ➔ We will continue to tap into their substantial and valuable experience, and will seek collaboration with them to advance gender equality where useful
- ➔ We will seek to establish a high-level forum consisting of members of the INTOSAI community and potentially other international organisations, CSOs, SAIs, Development Partners and relevant stakeholders. This forum will aim to build influence and create demand to advance gender equality in the INTOSAI community and in the SAI world. The forum will also serve as an opportunity to learn from one another via shared experiences and best practices.

Integrating Gender into our Support to SAIs

To integrate gender in our support to SAIs in developing countries in sustainably enhancing their performance and capacities,

- ➔ We will consistently apply a gender and intersectionality lens in the planning, design, implementation, monitoring and evaluation of our work streams / initiatives / priorities
- ➔ We will support SAIs in leading by example as organisations and/or in conducting audits that contribute to gender equality depending on their specific needs
- ➔ We will - where useful - pilot gender focused engagement through our work⁷ to support SAIs on gender equality, to build credentials and to gain experience that we can share

Since 2020 it has been mandatory in IDI to conduct a gender analysis for new initiatives.⁸ For engagements that started before 2020, we will apply a gender lens wherever feasible and make changes if possible. Gender analyses will help us to effectively detect gender-related barriers and opportunities. Results and recommendations of these analyses will allow us to integrate appropriate responses in the planning, design, implementation, monitoring and evaluation of our engagement.

5.2.

IDI's Pathway to Becoming a Gender-Responsive Organisation

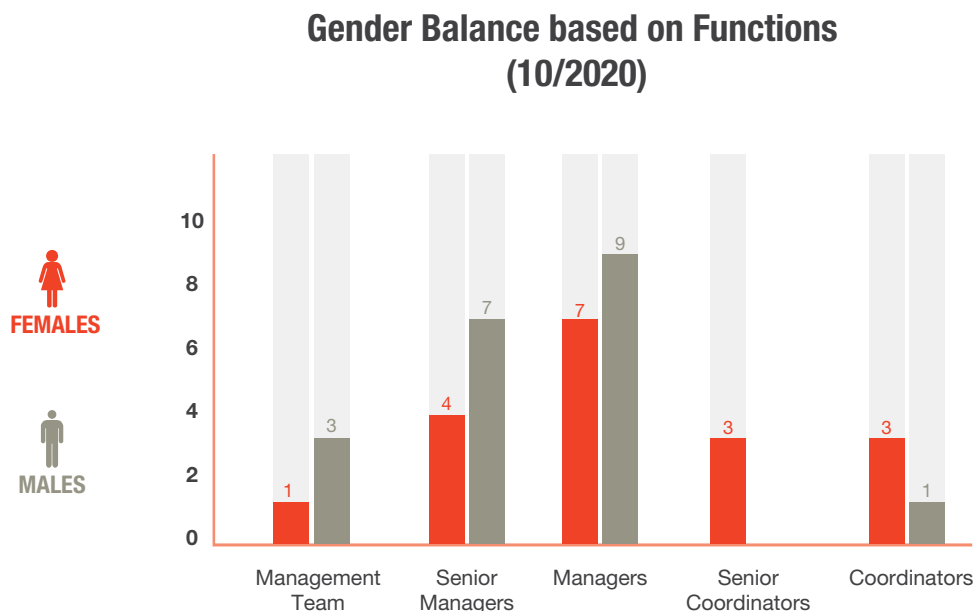
IDI will work to facilitate gender mainstreaming and institutional transformation in SAIs, and to promote and support audits that contribute to gender equality. This will be done by focusing on three key elements: Raising awareness and advocating for gender equality at the SAI level, working with INTOSAI and other stakeholders, and integrating gender into IDI's support to SAIs. Each of these elements are discussed in detail below.

⁷ One example is the pilot on auditing intimate partner violence against women, linked to SDG target 5.2.

⁸ See the IDI internal Gender Analysis Guidance and Framework (GAFG, 2019).

Building Gender-balanced⁹ Human Resources, Gender Expertise and Staff Competence

We aim to have gender-balanced human resources as well as the expertise and competence needed to identify and respond to issues of gender equality relevant to our organisation, mandate and Strategic Plan.



- ➔ We will continue to uphold and monitor the principle of equal opportunities and aim for gender balance in our human resources across the organisation. This also includes our IDI management level and Board.¹⁰ In our IDI Board we have a 40% quota for each gender.
- ➔ We will seek to close existing gender gaps in our functions. IDI regularly assesses gender equality in base salaries. Existing gender inequalities in salaries are linked to gender gaps in our functions/ positions rather than to unequal pay. We will build safeguards into our recruitment and promotion processes. Both opportunities and processes should ensure gender equality.
- ➔ We will continue to build gender competence based on an IDI competency framework, have a strategic gender focal point in the Strategic Support unit and an external gender expertise function.
- ➔ We will nominate gender champions to better institutionalise gender knowledge and measures across IDI departments. We will encourage formal and informal channels of cooperation/networking among IDI staff and beyond. Gender Champions will have clear competencies as part of their profiles. We will develop their gender competence where necessary with the aim to institutionalise and systematically further gender equality in IDI.

⁹ Gender balance is commonly used in regard to human resources and the equal participation of women and men in all areas of work. In a scenario of gender equality, women and men are expected to participate in proportion to their shares in the population. See the definition of gender balance: <https://unstats.un.org/unsd/genderstatmanual/Glossary.ashx>

¹⁰ Over the last years, more Board members have been female. In August 2020, 6 out of 10 IDI Board members were female.

Building Gender Equality into IDI's Organisational Culture, Policies and Guidance

Our organisational culture builds on our core principles - effectiveness, accountability and inclusiveness - and emphasises resilience and flexibility. Such an approach requires openness and preparedness for change and opportunities. Self-reflection and feedback loops are important components. We believe this to be an excellent breeding ground for continuously building gender equality into our organisational culture.

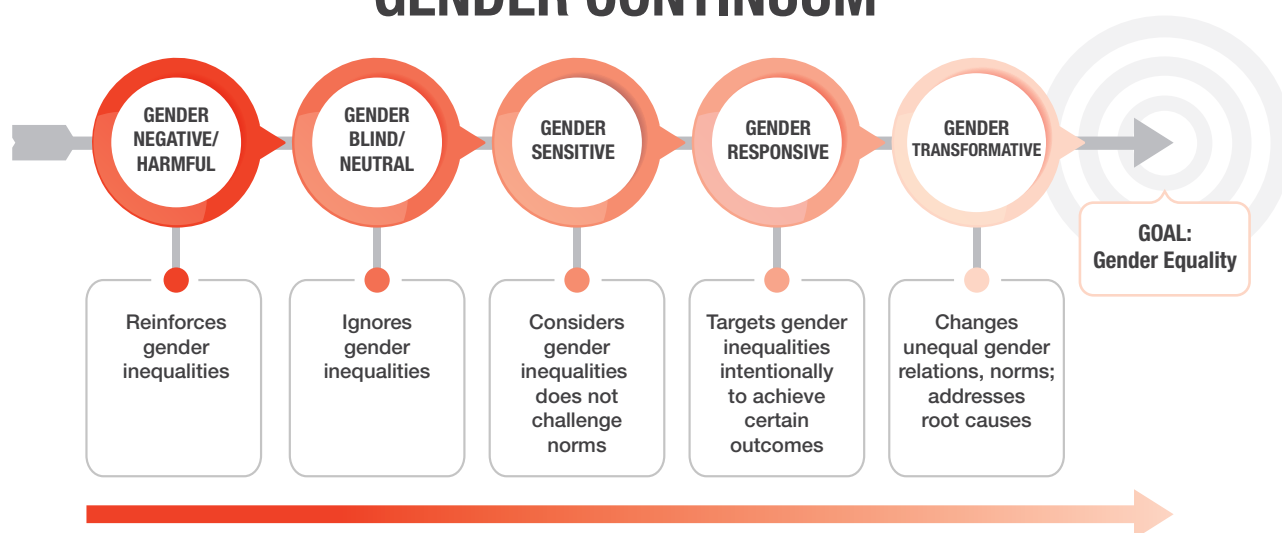
- ➔ Through strong leadership and engagement, we will continue to work towards a gender equal organisational culture and a working environment where women and men are fully empowered and involved and have equal chances throughout their careers. As an equal opportunity employer, we have a zero tolerance towards sexual exploitation, abuse, harassment and bullying. This is set out in our Code of Ethics and our Safeguarding Policy.

- ➔ We have started to build gender equality into new policies and guidance documents and will continue to do so.

In IDI, we will continue the conversation on gender equality in every part of the organisation. We look at gender mainstreaming as a journey along a Gender Continuum.

- ➔ We will continue to intensify our efforts from different starting points on our gender journey with a view to concrete results. We aim to move towards gender-responsiveness within our own organisation. In areas where this is possible, our aspiration is to move even further (see chart below). We count on our partners and stakeholders to come along with us on this journey and be critical companions.

GENDER CONTINUUM



**Adapted by the author of this strategy from the Integrating Gender Into Social and Behaviour Change Communication Continuum, Health Communication Capacity Collaborative (HC3), Johns Hopkins Center for Communication Programs (CCP) and the Interagency Gender Working Group's Gender Integration Continuum.*

Mainstreaming Gender in Decision-making

Applying a gender lens in decision-making can contribute to a more informed view of IDI's work and enable decision-makers to assess opportunities to narrow gender gaps.

- ➔ We aim to incorporate gender equality in our planning, design, implementation, monitoring, reporting and evaluation as a matter of routine. For us this means going beyond a gender-balanced and inclusive representation in decision-making roles to include the quality of decisions made.
- ➔ We will seek to address gender equality as part of our IDI management and governance routine. We will establish adequate structures and mechanisms to facilitate an environment in which concerns of both women and men and equality issues can be raised in our planning and decision-making.

Sharing Knowledge and Information and Communicating on Gender Equality

Knowledge-sharing, information and communication can be pivotal in promoting gender equality. This can address and transform attitudes and norms that perpetuate gender-based discrimination. Our IDI Global Communications and Advocacy Strategy pledges to “promote IDI's unique approach to capacity development, which is needs-based, SAI led, facilitative, empowering and gender-responsive.”¹¹

- ➔ We will disseminate knowledge and promote knowledge-sharing on gender equality through our work. We will seek to identify, promote and disseminate good practice within the SAI world in support of gender equality through relevant channels.

6. ASSUMPTIONS AND RISKS

This strategy and the multi-annual action plan are based on several assumptions. The most significant one is linked to our collective commitment to embark on a journey towards gender equality and women's empowerment in IDI and in our work. Another crucial assumption is that SAIs, INTOSAI bodies and other stakeholders share this commitment. At the same time, we acknowledge and will take into account the fact that priorities, and specifically gender priorities, may differ between various SAIs, INTOSAI regions, INTOSAI bodies and other stakeholders.

IDI maintains a corporate risk register to monitor identified risks and set out response and control measures. This corporate risk register is approved by the IDI Board every six months. In the register, risks are classified as operational, reputational, developmental and natural. One specific operational risk directly related to the current Gender Strategy is the risk of not being able to fully mainstream gender as an organisation and to mainstream gender into the delivery of our portfolio. In addition, gender equality cuts across a number of identified developmental risks (such as SAIs leading by example, strategic planning, professionalisation, and relevance), additional operational risks (such as staffing and expertise), and reputational risks (such as staff conduct and association with governments with poor human rights and gender records).



¹¹ Global Communications and Advocacy Strategy, 2018, p2.

7. IMPLEMENTING, MONITORING AND EVALUATING OUR GENDER STRATEGY

We will revise our structures and mechanisms as necessary to ensure a successful implementation of the strategy. This includes defining clear roles and responsibilities and integrating an adequate budget for gender equality. The latter will be part of our Annual Operational Plans and Budgets within our IDI priorities and based on the multiannual Gender Action Plan (see Annex).

We will monitor the implementation through our annual Performance and Accountability Reports, which includes reporting on our gender indicators in the IDI results framework. Monitoring of this strategy is a joint effort. However, the gender focal point in the Strategic Support Unit will have a lead role. Where necessary, we will revise/adapt gender indicators in the framework itself.

We will include gender equality in our mid-term evaluation of the IDI Strategic Plan and will also plan for a repeat gender internal assessment towards the end of the Strategic Plan period. This assessment will give updated information and baselines on:

- ➔ where we are on the Gender Continuum in defined areas
- ➔ where we stand overall in our organisational gender mainstreaming

The assessment will also support us in guiding and sharpening our work and commitment along the Gender Continuum.



8. ACRONYMS

CSOs	Civil Society Organisations
IDI	INTOSAI Development Initiative
INTOSAI	International Organisation of Supreme Audit Institutions
SAI	Supreme Audit Institution
SDG	Sustainable Development Goal
SSU	Strategic Support Unit

ⁱ Cartoon on the front page by Emilio Morales Ruiz, winner of a Comic and Cartoon Competition on Gender Equality in 2015, organised by UN Women together with the European Commission, the Belgian Development Cooperation, and UNRIC: <https://www.instagram.com/emiliomoralesruiz/>



📞 +47 22179500

✉️ info@idi.no

📍 Stenersgata 2, N-01Oslo, Norway

