

EXECUTIVE SUMMARY

"Gender at Diakonia has gone up and down; a lot depends on each region, but it has always been at the forefront of Diakonia's thinking. I am not sure, however, if we have achieved common ground." – *Krister Adolofsson, Deputy Secretary General.*

"We never took a decision to work politically with gender; it's always been about capacity building. We need to politicise gender equality in Diakonia, and we need to systematise the way we go about it." – *Annika Andersson, Human Rights and Democracy Advisor.*

"Our gender work is not up to scratch. We need to work with gender more strategically; we need to be at the cutting edge." – *Eva Aberg, Head of International Department.*

"Gender has been a huge missing piece of the organisational puzzle. We were under the illusion that (Diakonia) is strong on gender but we are not." - *Annabel Ogwang Okot, Uganda Country Manager.*

"Diakonia is known as a human rights organisation, with a great deal of value-add in Sweden, braver than many organisations; respected and listened to. But the women's rights aspect of human rights work needs to come out more loudly and clearly from Diakonia." *Viveka Carlestam, Former Employee, We Effect.*

These quotes reflect some of the strong views expressed during the four month assessment of gender in Diakonia undertaken by Gender Links (GL)¹ from June to September 2014. Diakonia tasked GL with conducting: "an assessment of Diakonia's gender equality work between 2008 and 2014, including lessons learned, and pointing out a proposal for how to continue the development in a strategic way." As detailed in **Annex A**, GL conducted 26 interviews (27% men, 73% women); half at head office during a one-week visit and the remainder in the four regional offices (Africa, Asia, Latin America and the Middle East) by skype. GL also interviewed three fellow INGOs – We Effect, Christian Aid (CA) and Norwegian Aid (NCA) for their comparative experience on gender mainstreaming in international and faith-based NGOs.

Annex B sets out the specific requirements for the assessment and the methodologies used to achieve these. **Annex C** contains the consolidated list of semi-structured questions for the interviews. GL also administered two of its surveys: the Gender Score Card (GSC) – 100 questions on gender mainstreaming in organisations - and the Gender Progress Score (GPS) (which measures individual gender attitudes) as part of the assessment. Key managers and programme functionaries from HQ and the four regional offices responded to the GSC. The GPS went out more broadly, through regional managers, to all staff in the organisation. Overall Diakonia staff scored 85% for gender attitudes, but scored the organisation 58% for gender mainstreaming in the organisation. *This underscores the key finding of this assessment: that while Diakonia is a progressive organisation with progressive staff, it needs to do more to walk the talk of gender equality by mainstreaming gender more systematically in its practices!*

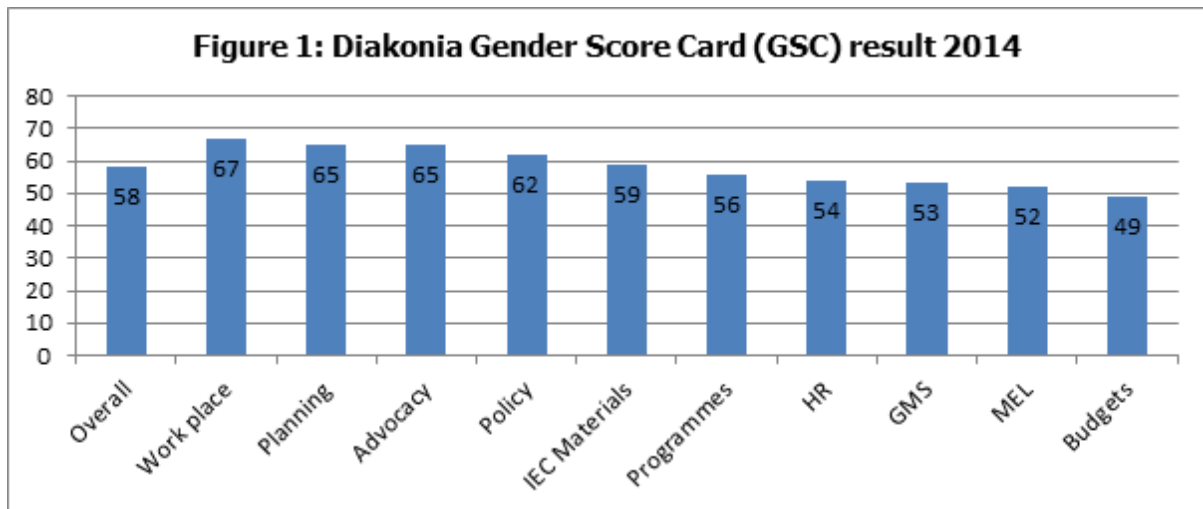
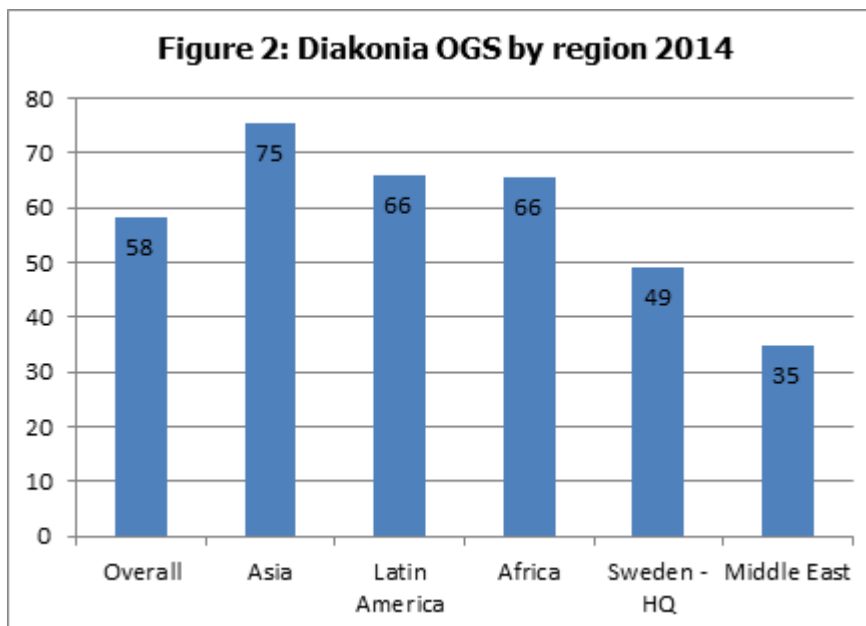


Figure one shows that in the ten areas assessed to arrive at the GSC or gender mainstreaming score, work place (67%) scored highest, with planning, advocacy, and policy also above 60%. Weaker areas include the Gender Management System (GMS); monitoring, evaluation and learning, and (weakest of all) gender budgeting.



A breakdown of scores by region (Figure two) reveals considerable variation from 35% in the Middle East to 75% in Asia, with Africa and Latin America at par (66%) and HQ scoring just 49%. These scores show that all the geographical locations of Diakonia see the need to strengthen gender mainstreaming efforts; some more critically than others.

Attached at **Annex D** is a SWOT analysis arising from the assessment. Key strengths include the generally progressive work environment and outlook reflected by both the GSC and GPS. This strength can however become a weakness in that there is a tendency to believe that gender is “naturally” well covered and to resist systematic approaches. The assessment

revealed numerous examples of successes that ebb and flow depending on the passion of certain individuals. The decentralisation to regional and country offices that Diakonia is engaged in is a threat, in that it can undercut efforts to systematise gender mainstreaming. On the other hand, there is recognition at HQ that some of the best work in Diakonia on gender mainstreaming is currently coming from the country and regional offices (the proverbial "tail wagging the dog.")

Other key opportunities include: current trends within development cooperation work; a common concern within the Swedish and international community regarding women's rights, Sexual and Reproductive Health and Rights (SRHR) and Post-2015, and an up-coming Diakonia strategic plan. The overarching recommendation in this report is *that Diakonia seize the moment to become a well- recognised voice on gender equality through the series of deliberate actions detailed in each section of the report.*