Evaluation Synthesis of Gender Mainstreaming at the African Development Bank

Synthesis of Evaluative Evidence from Comparator Organizations

Technical Report

October 2019
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<th>Full Form</th>
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<tbody>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
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<tr>
<td>AFDB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>AFS</td>
<td>American Field Service</td>
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<tr>
<td>EBRD</td>
<td>European Bank for Reconstruction and Development</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>GAP</td>
<td>Gender Action Plan</td>
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<tr>
<td>GAVI</td>
<td>The Vaccine Alliance (formerly Global Alliance for Vaccines and Immunization)</td>
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<td>GBV</td>
<td>Gender Based Violence</td>
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<tr>
<td>GE</td>
<td>Gender Equality</td>
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<tr>
<td>GEF</td>
<td>Global Environmental Facility</td>
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<tr>
<td>GTA</td>
<td>Gender Transformative Approach</td>
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<tr>
<td>GEWE</td>
<td>Gender Equality and Women’s Empowerment</td>
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<td>GESI</td>
<td>Gender Equality and Social Inclusion</td>
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<tr>
<td>GM</td>
<td>Gender Mainstreaming</td>
</tr>
<tr>
<td>GMS</td>
<td>Gender Marker System</td>
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<tr>
<td>GS</td>
<td>Gender Strategy</td>
</tr>
<tr>
<td>IDB</td>
<td>Inter-American Development Bank</td>
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<tr>
<td>IDEV</td>
<td>Independent Development Evaluation</td>
</tr>
<tr>
<td>IFI</td>
<td>International Financial Institution</td>
</tr>
<tr>
<td>IADB</td>
<td>Inter-American Development Bank</td>
</tr>
<tr>
<td>MDB</td>
<td>Multilateral Development Bank</td>
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<tr>
<td>MTR</td>
<td>Mid-Term Review</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<tr>
<td>TOC</td>
<td>Theory of Change</td>
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<tr>
<td>TOR</td>
<td>Terms of Reference</td>
</tr>
<tr>
<td>TYS</td>
<td>Ten Year Strategy</td>
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<tr>
<td>WE</td>
<td>Women’s Empowerment</td>
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</table>
1 INTRODUCTION

The African Development Bank’s Gender Synthesis Evaluation - 2012, Road to Results or Road to Nowhere”, states that, “following the Beijing Fourth World Conference on Gender and Development in 1995, a majority of multilateral and bilateral donors gender policies and/or strategies in place”. Indeed, from the mid to late 1990s until 2010, multilateral and bilateral agencies included gender policies and mainstreaming processes in more than twenty-five thematic and country evaluations with a few actually conducting multiple gender evaluations. However, in general, these evaluations showed that gender mainstreaming had not been systematically integrated into programming. This report builds on the 2012 findings by providing an update on the gender mainstreaming status in multilateral and bilateral donors since 2010. It seeks to determine whether there have been any shifts in gender mainstreaming thinking, distil insights, identify good practices and analyse the data to provide lessons learned to inform a new Bank Gender Strategy (GS), using evidence from other multilateral development banks. This report, Synthesis of Evaluative Evidence from Comparator Organizations, is one of the studies that was carried out as part of the 2019 Synthesis Evaluation of Gender Mainstreaming (GM) at the African Development Bank (AfDB or, the Bank), by the Independent Evaluation (IDEV) of the AfDB.

2 EVALUATION PURPOSE

The purpose for the 2019 Synthesis Evaluation of GM at the AfDB was to provide accountability and internal learning to inform the 2020-2022 Gender Strategy of the Bank. The evaluation objectives were to:

- Synthesize and validate the available internal evidence about key mechanisms for GM and reporting, related to Gender Marker, Country Gender profiles and others.
- Validate results of the 2017 Mid-Term Review (MTR) self-assessment and determine the extent to which the MTR 2017 recommendations were implemented, and if not implemented, why not.
- Inform the development of a new gender strategy:
  - Recognize the 2014-2018 Gender Strategy achievements and ascertain likelihood and factors related to their sustainability.
  - Identify challenges and successes of Bank’s Gender Marker System (GMS), with a focus on early learning on implementation.
  - Ascertain early learning on the role of regional gender advisors in GM in the context of the Bank’s decentralization (Bank’s Development and Business Delivery Model processes).
  - Present broad analyses on the current global gender trends and best practices of international stakeholders around mechanisms for GM and reporting in light of Bank’s strategic and programmatic priorities and GM mechanisms.
- Ascertain the relevance of Bank’s GM approaches in light of regional and global priorities, and its competitive advantage in addressing Gender Equality and Women’s Empowerment (GEWE) on the continent, as compared to other development partners.

IDEV’s Work Plan and its agreement with the Gender, Women and Civil Society Department, or AHGC, supported an evaluation would do two things: i) update the 2012 Synthesis Report2 with information related to GM at the Bank; and ii) identify good GM practices among development agencies. It is expected that AHGC will integrate lessons learned from this evaluation into developing the new 2020 GS.

The overall evaluation approach would rely on a review of secondary data (i.e. document reviews, synthesis and benchmarking) and limited primary data collection (i.e. internal stakeholder survey and a limited number of key informant interviews). Evidence from various data sources would be triangulated and would provide findings that are then analysed and synthesized to develop recommendations.

The table below provides the main evaluation questions that are relevant to this Synthesis of Evaluative Evidence from Comparator Organizations (these evaluation questions correspond to the overarching evaluation questions in the 2019 Synthesis Evaluation of GM at the AfDB3):

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### Table 1: Evaluation Questions

<table>
<thead>
<tr>
<th>Evaluation Questions</th>
<th>Evaluation Sub-Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Relevance</strong></td>
<td>Was the Bank’s GM approach and support relevant and consistent with the Bank’s mandate and priorities?</td>
</tr>
<tr>
<td></td>
<td>To what extent has M&amp;E evidence and contextual analysis on GEWE informed strategic planning?</td>
</tr>
<tr>
<td><strong>Effectiveness</strong></td>
<td>Which strategies/tools/mechanisms have made the biggest difference for GM at the Bank, and at which entry points?</td>
</tr>
<tr>
<td></td>
<td>How effective was gender marker roll-out and up-take (capacity development, integration into going processes, early results, by region, sector)?</td>
</tr>
<tr>
<td><strong>What factors contributed or inhibited progress in GM processes, including operationalization of the GS?</strong></td>
<td>To what extent is there a manageable framework for accountability (quality assurance processes and internal systems) for GM? Safeguards or accountability</td>
</tr>
<tr>
<td><strong>Efficiency</strong></td>
<td>Have the human and financial resources been adequate for effective and efficient GM?</td>
</tr>
<tr>
<td></td>
<td>To what extent does the gender architecture and level, type and resourcing (budgetary and human) support an efficient use of resources for GM?</td>
</tr>
<tr>
<td><strong>Catalytic effects and sustainability</strong></td>
<td>How sustainable are GM results at the institutional and regional levels past GS 2014-2018?</td>
</tr>
<tr>
<td></td>
<td>Which internal and external GM practices are most/least likely to be sustained after expiration of the GS without continued investment, technical, financial, or through other activities?</td>
</tr>
<tr>
<td><strong>What conditions and processes have been put in place to ensure sustainability of GM achievements?</strong></td>
<td>What conditions and processes are likely to ensure that GM achievements are sustained beyond individuals?</td>
</tr>
<tr>
<td><strong>Learning</strong></td>
<td>How can the Bank best learn to enhance its GM approach and strategically leverage its mandate for holistic and comprehensive GM?</td>
</tr>
<tr>
<td></td>
<td>What knowledge management and learning mechanisms have facilitated GM in the Bank, including in Bank operations and strategic decision-making?</td>
</tr>
<tr>
<td></td>
<td>What are the key lessons from external comparators on how to leverage Bank’s mandate for holistic and comprehensive GM?</td>
</tr>
</tbody>
</table>

### 2.1 Methodology

This study entails an evaluation synthesis of the analysis of key documents. The analysis is a systematic procedure for reviewing or evaluating documents using a qualitative method and is concerned with constructing meaning, gaining understanding and developing empirical knowledge. Document analysis is a key component of evaluations, where information contained in documents provides essential data used for answering evaluation questions. This procedure includes finding, selecting, appraising and synthesising data in documents which are then organised into major themes, categories and case examples through content analysis. Document analysis plays an important role in methodological and data triangulation as well as adding value to case study research in addition to acting as a standalone method for specialised forms of qualitative research. Thematic analysis refers to the process of identifying patterns or themes within qualitative data.

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7. Ibid
2.1.1 Selection and assessment of documents
For the purpose of the evaluation synthesis, a list of documents was provided for the analysis which was then interrogated to ensure the sample of documents selected had not excluded any key aspects. The selection of documents took place in the following way:
- IDEV provided a list of relevant documents collected externally and internally, including but not limited to independent and internal (mid-term and final) evaluations, and evaluation synthesis reports.
- To the extent possible, non-evaluative reports, including high-level policy or strategy documents were included to inform the new Bank GS related to such high priorities as its Ten-Year Strategy (TYS) and High 5s.
- High-level policy or strategy evaluation reports were used to inform the synthesis of information.
IDEV conducted a preliminary shortlisting of reports, covering geographic regions, ranges in timeframe and type of evaluation (mid-term or final, internal or independent), as well as country and regional focus projects. The table below aligns the purpose of the study with the sampling strategies and the types of documents that were used:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Type/Sample</th>
<th>Inclusion/exclusion criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation synthesis:</td>
<td>Documents from other MDGs and development institutions (20).</td>
<td>- Documents with external evaluative evidence after 2012: what has emerged since in GM among comparator organizations? - Balance between mid-term and final evaluations (final evaluations may contain more lessons learned, while mid-term evaluation focus on process). - Documents with global and regional evidence.</td>
</tr>
</tbody>
</table>

A list of inclusion and exclusion criteria in the table above was developed in order to ensure that the correct documents are included in the study. This resulted in a stratified sample of twenty documents to cover a range of GM interventions. The documents included in the evaluation synthesis can be viewed in Appendix 4.1.

2.1.2 Method of Document Analysis
Thematic analysis was used to analyse the data, identifying themes in the data that are important or interesting, and using these to address research questions. Braun & Clarke’s 6-step framework (cited in Maquire & Delahunt, 2017) was used for the thematic analysis. Braun & Clarke (2006) distinguish between two levels of themes: semantic and latent. Semantic themes look at the surface meanings of data while latent themes look beyond to the underlying ideas, assumptions and concepts. The 6 steps include the following: i) become familiar with the data; ii) generate initial codes; iii) search for themes; iv) review themes, v) define themes, and vi) write-up.

As specific evaluation questions needed to be addressed, a theoretical thematic analysis was used rather than an inductive one. Each segment of relevant data was coded as opposed to every piece of text. The evaluator developed a code book based on the analysis framework and these codes were further developed and modified during the coding process. A software programme was used to assist with coding, namely, Atlas.ti, which assisted in arranging, reassembling, and managing document content in a systematic way.

2.1.3 Thematic analysis framework
The thematic analysis framework was used to inform the code book which contained the codes used for the analysis of the documents. These included the following overarching themes which were refined as follows:

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8 Synthesis Evaluation of the Gender Mainstreaming at the African Development Bank TOR
Table 3: Thematic analysis framework

<table>
<thead>
<tr>
<th>Main Aspect</th>
<th>Description/ Detail</th>
<th>Comments/ Questions</th>
</tr>
</thead>
</table>
| 1. Key AfDB sectors\(^{11}\):                   | • Agriculture & Agro-industries  
• Climate Change  
• Economic & Financial Governance  
• Education  
• Energy & Power  
• Environment  
• Human Capital Development  
• Health  
• Information & Communication Technology  
• Industrialization  
• Infrastructure  
• Gender  
• Private Sector  
• Transport  
• Water Supply & Sanitation                                                                 |                                                                                      |
| 2. AfDB Ten-Year Strategy (TYS) Areas of Focus   | • Infrastructure development  
• Regional economic integration  
• Private sector development  
• Governance and accountability  
• Skills and technology                                                                 |                                                                                      |
| 3. AfDB TYS Areas of Special Attention           | • Fragile States  
• Agriculture and Food Security  
• Gender                                                                                                                                   |                                                                                      |
| 4. AfDB High 5s                                  | • Light and Power Africa  
• Feed Africa  
• Industrialise Africa  
• Integrate Africa  
• Improve the Quality of Life for the People of Africa                                                                                   |                                                                                      |
| 5. Draft GS 2019-2022: Strategic Gender Priority | • Promoting Economic Opportunity (access to services, job creation)  
• Developing Skills (education, literacy, training)  
• Enhancing (internal/external) Participation (governance)                                                                                   | The types of interventions were categorized according to the pillars of the old and new GS. The key types of interventions that are most likely to be recommended tend to be from the new GS and the AFAWA\(^{12}\) initiative. The question that was asked was: How can these interventions be streamlined to successfully address structural issues? This could be through provision of basic training services, addressing property rights as well as supporting SMEs, property and land rights. |
| 6. GS (2014-2018) Pillar (1-3)                    | • Legal Status and Property Rights  
• Economic Empowerment  
• Knowledge Management and Capacity Building                                                                                               |                                                                                      |
| 7. AFAWA: adopts a holistic approach through three pillars | • Strengthening access to financing for women-owned and women-led businesses,  
• Building the capacity of women entrepreneurs and financial institutions,  
• Engaging with and supporting African governments to ensure legal, policy and regulatory reforms required to accelerate women’s entrepreneurship |                                                                                      |
| 8. Gender Equality and/or women’s empowerment    | How/if these are covered by other institutions?                                                                                                                                                                      |                                                                                      |
| 9. Sectors versus cross-cutting                  | Was there a sectoral focus or was it cross-cutting; examples and explanations of each?                                                                                                                                 |                                                                                      |
| 10. Target groups/sectors/themes                 | Were target groups included or were these according to sectors or themes?                                                                                                                                          | Should interventions be organized by sectors.                                         |


\(^{12}\) AFAWA: Affirmative Finance Action for Women in Africa. An initiative that aims to bridge the financing gap for women in Africa and to unlock their entrepreneurial capacity.
<table>
<thead>
<tr>
<th>Main Aspect</th>
<th>Description/ Detail</th>
<th>Comments/ Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Men engagement</td>
<td>Within the women’s empowerment domain what are the most effective interventions?</td>
<td>Without formally infringing on gender equality or targeting structural societal determinants of gender inequality? There is no appetite to break the status quo.</td>
</tr>
<tr>
<td>12. CSPs</td>
<td>Integration into Country Strategy Papers (CSPs)</td>
<td>Is gender analysis reflected in CSPs or Regional Strategies (RISPs)</td>
</tr>
</tbody>
</table>
| 13. Results Frameworks | The new AfDB Results Measurement Framework (RMF) has a strengthened gender focus at all its four levels:  
• Level 1: The RMF includes new, more robust gender indicators to track progress in the High 5s. For example, it includes an indicator that measures gender disparities in national labour markets.  
• Level 2: To better measure the impact of Bank operations on women and girls. Level 2 indicators, especially those that track the number of beneficiaries of operations, are disaggregated by sex.  
• Level 3: Better integrating gender dimensions into project design is fundamental to closing gender disparities. The RMF systematically tracks progress in mainstreaming gender dimensions in public sector operations and CSPs.  
• Level 4: The Bank recognises its special responsibility to ensure gender equality in its workforce. The RMF has set ambitious targets for the share of women among professional staff and management. | How can the Results Framework for the new GS build on Bank’s RMF outcome areas, and what are the best M&E practices, outcomes and indicators? |
| 14. Reference to Environmental Safeguards Assessments | The extent to which and modality by which attention to safeguards is reflected in documents with evaluation evidence, how gender and safeguards can be addressed together and what are operational synergies. | Check IADB document first to understand how they can be related and search for similar evidence. |
| 15. The role of women’s organizations, under the umbrella of engagement with civil society | When and how the two have and can work together. | |
| 16. Role of partnerships to enhance GM, and attribution versus contribution of Bank’s GM-related interventions | • Specific examination of partnerships that featured prominently in relation to GM.  
• Examination of Bank’s GM-related interventions – what was the nature of these, and did they include discussion of attribution vs contribution? | |

2.1.4 Limitations
Although document analysis has many advantages, there are some limitations that need to be considered:
• Insufficient level of detail and depth of documents being analysed.

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14 The Bank Group Results Measurement Framework 2016-2025, April 2017, p.19
- Low retrievability – access may not be granted to key documents.
- Biased selectivity – there may be an inherent bias in document selection as well as incomplete list of documents which may introduce bias into results\textsuperscript{15}.

In addition to the above, one challenge that emerged was the interchangeable use of the different gender terms, such as GEWE or gender GM. These specific terms have specific meanings; however, their meaning is not always clear in the documents, nor is it consistently used across organizations. The review acknowledges this limitation to the study. For consistency, and in line with the purpose of this report we will use the following definitions\textsuperscript{16}:

- GM. The public policy concept of assessing the different implications for women and men of any planned policy action, including regulations and programmes, in all areas and levels. It focuses on determining men’s and women’s distinct vulnerabilities and on devising measures to address them.
- Operationalizing GM\textsuperscript{17}. This document facilitates the implementation of the GS through five sets of actions: i) creating a cadre of gender focal points; ii) building GM capacity; iii) integrating gender in the operational business processes; iv) increasing the gender focus in CSPs and, v) leveraging existing and additional financial resources for gender.

3 FINDINGS FROM MAINSTREAMING GENDER EQUALITY TO A TRANSFORMATIONAL GENDER AGENDA

Since 2010, which is where the AfDB’s evaluation synthesis left off, the rhetoric among Multilateral Development Banks (MDBs) and other development organisations experienced some shifts in addressing gender. These organizations moved from focusing on the formulation of a ‘gender architecture’ within the organisation, aiming to create the necessary components to mainstream gender, to calls for outward looking initiatives that are more transformative and far-reaching in their impact.

These changes resulted in MDBs and other development organizations formalizing a gender policy and Gender Action Plan (GAP), including specific procedures and activities and identifying their ensuing impact. Further, the focus is not only on the ‘so what’ aspect of GM but also on distilling lessons that can be used to ensure that successful GM leads to intended transformational outcomes.

The evaluation department at the European Bank for Reconstruction and Development (EBRD) conducted an evaluation synthesis that included individuals involved in gender related work in five International Financial Institutions (IFIs) and UN Women as well as gender-focussed staff in ten institutions, including bilateral development agencies and IFIs (\textit{Review of International Financial Institutions experience in mainstreaming gender, October 2015}). This review provides a comprehensive overview of the main developments with regard to gender in bilateral development agencies and IFIs since the 2012 AfDB Gender Synthesis Review. The EBRD report highlights critical progress points and identifies areas for further attention which are built upon by other studies used in this review.

3.1 Finding from the EBRD Review

In 2015, the EBRD summarized progress with regard to GM as follows, “\textit{Most IFIs have had in place an official institutional commitment to gender mainstreaming for the last decade, often linked to a major mandate and institutional review such as resource replenishment. Gender mainstreaming policies in place at the time of preparation of this paper typically include dual objectives of purposeful operations and mainstreamed gender considerations throughout all operations, with some also highlighting safeguards as a main vehicle}”\textsuperscript{18}.

The EBRD executive summary lists these key findings:

\textsuperscript{16} AfDB. 2014. \textit{Operational Guidance on Gender Mainstreaming at the Bank}
\textsuperscript{17} \url{https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Operationalising_Gender_Mainstreaming_at_ADB_-_02_2015.pdf}
\textsuperscript{18} EBRD, 2015, p.5
• “More progress has been made translating gender commitments to operations in the public sector though importantly, there is now increasing commitment to do so in private sector operations, with growing demand from private sector clients themselves.
• IFIs increasingly seek gender results at the level of specific sectors rather than focussing more generally on GM across all operations at once.
• Designing, delivering and tracking specific progress towards gender goals is critical; evaluation has until very recently not given gender results consistent consideration.
• Progress depends on committed and engaged senior management, visibility in resource allocations and accountability throughout project and HR systems.
• Quantified corporate commitments on gender results upon project exit (as well as entry) make a difference.
• The gender agenda within an IFI is important to drive forward the operational gender agenda.
• Some important tools: Gender focal points or gender specialists working within operations; qualitative impact stories (and the business case) and documentation and dissemination of results to inform gender responsive investments both with operations teams and clients”. 19

Several of these findings go back to the 2012 synthesis conducted by the AfDB and are echoed throughout the other evaluations reviewed for this study.

3.2 Procedures and Practices

What has been the AfDB’s competitive advantage in addressing GEWE, as compared to other development partners? To address this question, the evaluations and reviews consulted for the purposes of this study come from a broad range of development entities. They are from development banks such as the Asian Development Bank (ADB), Inter-American Development Bank (IDB), EBRD, the World Bank Group, the AfDB and others, such as UN Women, International Fund for Agricultural Development, Global Environment Facility, The Vaccine Alliance, KIT Royal Tropical Institute, Belgian Development Cooperation and STAR-Ghana. Key Findings were:

• The evaluative evidence shows that most MDBs and development partners have Gender and Development (GAD) policies and action plans that guide their GM activities. The policies, actions and strategies range from having a GAD policy and associated action plans, to having operational plans that include an internal and external focus. (Relevant excerpts from the analysed evaluation documents included in this evaluation synthesis are presented in Appendix 4.3).
• Thematic areas that were identified in the EBRD synthesis report (2015) and used to highlight the effectiveness of GM were used as overarching themes around which to structure the current synthesis. The thematic areas identified in the EBRD report are:
  o Institutional approach and policy framework – having good operational plans that link policy commitment on gender and implementation20,
  o Organisational practice – commitment is needed from senior management, allocating the necessary financial and human resources as well as ensuring accountability and visibility21. Integrating gender specialists or focal points into operations are effective. More needs to be done to include evaluations that better show progress of the gender agenda within the organisation.
  o Gender at an operational level – mainstreaming is the means to an end which is the meaningful progress towards GE goals22.

As mentioned, the thematic areas above were used to group together the themes for this synthesis. In addition, an assessment was made with regard to the most and least successful aspect of GM related to comparator organizations. The criteria used to identify successful GM-related policies and activities were: i) comprehensive, and ii) had focused strategies that recognise the importance of internally and externally addressing GM to achieve more GE. From this, it can be seen which aspects are more successful than others. The following presents the ‘the least successful’ aspects in order to highlight current gaps, as identified by a number of organisations (Appendix 4.4 presents a summary of the least and most successful aspects of GM related to the key themes discussed here):

19 EBRD, 2015, p.4
20 EBRD, 2015, p.5
21 EBRD, 2015, p.6
22 EBRD, 2015, p.10
• Related to institutional approach and policy framework when it comes to policy formulation, there is lack of or limited:
  o Conceptual clarity on key definitions.
  o Attention paid to staff responsibilities and capacity.
  o Inclusion of gender focus areas broadly and specifically related to key policy priority areas.
• Related to institutional approach and policy framework, when it comes to implementation, there is lack of or limited:
  o Meaningful implementation of policy focus areas on GM.
  o Actionable guidelines to inform meaningful implementation of policies.
  o Actionable guidelines to inform data collection, analysis and reporting.
• Related to organisational practice, there is lack of or limited:
  o Buy-in from high-level management with regard to the importance of addressing gender focus areas in strategy and operations.
  o Reporting of evidence, including gender-related measurements and indicators.
  o Programme planning with regard to linking attribution and contribution of results to intended programme outcomes.
  o Cohesion between policy, action and dialogue to maximise outcomes.
  o Focus on measuring quality and impact of interventions (with a focus on mainly quantitative assessments of programmes).
  o Intentional strategic and operational configurations and mandates to effect change successes can be attributed to motivated individuals.
  o Multi-year funding.
  o Scaling up of high-impact innovative approaches.
  o Integrated results-based management systems.
  o Engagement by staff in virtual/distant gender audits and related support activities.
  o Insufficient inclusion of lessons from previous projects into current programming.
  o Actionable guidelines to inform grant making within gender focus areas.
  o Engagement between the development agency and smaller grant partners within the two-tier grant system.
• Related to gender at an operational level, there is lack of/limited reference to wider human rights, gender-equality norms and gender-related mandates issued by other conventions.

GM Across Operations and Sectoral Approaches

Despite Gender Strategies calling for institutional GM, the EBRD synthesis report (2015) states that IFIs and MDBs are increasingly looking to obtain gender results in specific sectors as opposed to a more general focus on GM across all operations. This synthesis has found evidence that both these approaches could work. This section discusses the following:

• Potential sectors that could facilitate GM to include non-gender focus areas such as infrastructure, transport and energy. These sectors provide different entry points through which GM could be achieved. In general sectors such as education, health and economic development, some progress has been made with regard to GE as projects in these sectors meet the general needs of women and girls. There also seems to be much value in combining practices in order to effectively contribute to GEWE and general projects in health, education, urban water and transport as these save time that women and girls would be spending on drudgery tasks. Entrepreneurship is another focus area that could benefit GM. In order for women to benefit from entrepreneurial programmes, they need the following: i) freedom from legal discrimination, ii) acknowledgement of the social norms that may negatively influence their context, iii) protection from the risk of gender-based violence (GBV), iv) addressing education and skills gaps, v) more confidence in taking risks in business, vi) equal control of finance and assets, vii) access to information and networks, viii) having a say in the household allocation of resources, and ix) less time constraints with regard to caring for household members.

• In order to achieve a transformational gender agenda, a combination of practices/approaches and focus areas are required to achieve GEWE. To do so, a number of key role players, such as government actors must be included in the design and implementation of these approaches. In addition, incorporating an understanding of the roles of men and women into the design and planning of projects allows more targeted and relevant programming for beneficiaries. This also involves incorporating the private sector more into these approaches.
Currently, there is a limited focus on the following types of programmes: gender-based discrimination in labour markets, GBV and the promotion of gender-inclusive social protection and safety nets as well as a limited focus on enhancing women’s voice and decision-making.

3.2.1 Potential Sectors and Focus areas that could facilitate GM

Non-gender focused areas

The ADB (2017) reports infrastructure as the main sector to receive funding with less focus on the agriculture and natural resource sector. While there is no direct gender focus in these sectors in the ADB reports, GM can be achieved via different entry points to scale up GM in transport and energy projects which accounted for over half of ADB’s total portfolio23. The Belgian Development Agency report (2014) acknowledges that even though not enough has been done to achieve GE, there has been some progress. For instance, “…the results of projects in sectors such as education, health and economic development appear to be having an effect in the area of gender equality, even if a gender mainstreaming approach has not been followed…” as they tend to meet the practical needs of women and girls24. However, the IFAD report points out, “…the provision of general infrastructure, which has helped to improve women’s lives in many cases, […] needs to be combined with other practices to make an effective contribution to GEWE”. Other projects in education, health, and urban water helped promote GE in human development by “enhancing education and health outcomes of women”. For example, transport and urban water projects have the potential to save women time spent travelling to fetch clean water25.

In addition to above, a ‘cross-cutting approach’ to GM weakens the gender element and “…detaches them from their ultimate goal of gender equality and justice”.

Entrepreneurship and GM

The World Bank’s 2019 report “Profiting from Parity”, presents an exploration of women and entrepreneurship. The report highlights the main obstacles for women entrepreneurs and how this evidence can be used to inform gendered interventions that could address these obstacles. It also synthesizes data from different sources such as household and firm level data to illustrate the barriers to growth and profitability faced by women entrepreneurs. The document goes beyond the surface and looks at how social norms, networks and household-level decision-making contribute to business performance. It also provides guidelines to policymakers on designing programmes that target multiple obstacles and improve the performance of women entrepreneurs. Some of these policies include training programmes that apply lessons from psychology to encourage women to act with an “entrepreneurial mindset”; securing savings mechanisms that provide privacy and security in the management of funds and large grants as part of business plan competitions to address capital constraints of growth-oriented firms.

In order to provide enabling environments, gendered programming is needed that is based on understanding what is required to support women entrepreneurs to be profitable and run and grow their businesses. This forms part of the AfDB’s Maximising Finance for Development approach. The main findings from this report are27:

- **Legal discrimination.** Female entrepreneurs cannot have equal economic opportunity if a country’s laws restrict a woman’s ability to own and run a business. Women often face barriers from customary law. In addition, formal laws still do not ensure a level playing field. Although many African countries have made progress in removing legal barriers – including laws that deny women the same rights as men to register a business, sign a contract, open a bank account, or own and inherit property – only three African countries (South Africa, Zimbabwe and Rwanda) have formal laws that prohibit gender discrimination.
- **Social Norms.** Social norms exert strong influence over the strategic choices that female entrepreneurs make and can constrain their ability to grow their businesses. They can shape how women view themselves, perceive their abilities, impact their aspirations, and can lead to discriminatory treatment by others. Because social norms in many African countries do not align

23 ADB, 2017, p. ix
25 ADB, 2017, p. ix
27 AfDB, 2019, p. 18
with a woman striving for business growth, women’s choices are limited. Women who contradict social norms may also face retaliation.

- **Risk of GBV.** Widespread GBV likely takes a toll on women’s health and well-being, which hinders their ability to run their businesses effectively. Working outside of the home may put women at risk, while some women may view self-employment as a way to avoid sexual harassment at the workplace.

- **Endowments, education and skills gaps.** While most African countries have achieved gender parity in access to primary education, a persistent gap in educational and skill attainment between male and female entrepreneurs, particularly at the secondary level and beyond, may help explain gender differences in strategic business decisions. Evidence points to gaps between male and female entrepreneurs in three areas: i) formal education, ii) management skills, and iii) socio-emotional skills. This report finds that self-employed women have completed fewer years of education than self-employed men. Male entrepreneurs often have higher technical skills, sometimes have higher financial literacy, and are sometimes more likely to participate in training or offer training.

- **Confidence and risk preferences.** Women business owners in Africa frequently show less confidence than their male counterparts. Female entrepreneurs demonstrate less confidence in their abilities, which may make them less willing to compete (and win) – especially in stereotypically male domains. Women’s lack of confidence relative to men could be related to risk aversion, but analysis for this report do not show a clear pattern on this issue.

- **Finance and assets.** Female entrepreneurs control fewer assets than men, affecting their capacity to invest in their business and access large enough loans. While the gender gap in obtaining loans from financial institutions is smaller in Africa than in any other region of the world, this report’s analysis shows consistent and large gender gaps in the size of the loans outstanding for various target groups of entrepreneurs in Africa.

- **Access to networks and information.** Women often do not have the same access as men to large and diverse social networks that can support the growth and competitiveness of their business. This report’s analysis suggests that men’s and women’s networks vary in important ways and are largely segregated by gender. Women’s networks command fewer resources than men’s and include more “strong” family and kin relationships that are less valuable than new connections in creating business opportunities.

- **Household allocation of productive resources.** Women often lack authority over the allocation of household assets and may face more pressure to share resources, which restricts both their willingness and ability to invest in their businesses. Women’s lack of control over the allocation of household resources may be a source of inefficiency if it means that assets are invested in male-supported enterprises irrespective of managerial ability or the value of the business opportunity. Research shows that female entrepreneurs struggle to direct capital to their business, which can be a function of either their own, or others’, needs. Inefficiency in intra-household allocation is compounded when female entrepreneurs are compelled to share resources derived from social connections outside of the home.

- **Time constraints and care:** Women in Africa spend more time than men on domestic chores. This limits the amount of time they can dedicate to their business and requires them to stay home at times of the day that are best for conducting business. Being married increases the gender gap in time spent on business in three countries (Uganda, Togo, Malawi), while the gap is lower in male-dominated sectors where women may have to work the same hours as men to participate. Emerging evidence suggests that childcare programs may have a positive impact on women’s employment outcomes, but these studies do not analyse the impact of childcare on women’s business outcomes.

An IFAD study (2017) found that where women are enabled to enter the value chain and marketing, this can make a ‘significant’ contribution to GEWE, however, “…positive examples of promoting women’s income-generating activities (IGAs) were still rare in the sample reviewed. Practices addressing women’s time poverty were generally found effective, but they need to be more widely applied. Functional skills training is also common and widely reported as useful. Yet some evaluations raised concerns that the types of training provided tended to confirm traditional gender roles and stereotypes and were not sufficiently oriented to women’s strategic needs.”

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28 IFAD, 2017, p. iv
Private versus public sector approaches to GM

Many IFIs have been focused on the public sector in order to gain traction and awareness on gender. Having done this, many are now moving to include the private sector where this new attention is balanced with increased interest from clients\(^{29}\).

3.2.2 Transformative approaches and practices in GM

In the IFAD report (2017), ‘transformative practices’ are discussed. A key IFAD synthesis finding is, “…a number of practices that, in combination with other more conventional interventions, led to transformative changes. Reducing drudgery and challenging gender norms have led to transformational changes in secluded and marginalized communities, where in particular the provision of water as a common good had a catalytic effect\(^{30}\).

Transformative changes are thereby achieved when using a combination of practices with other more conventional interventions. Thus, interventions with a clear transformative purpose were more effective for GEWE. In order to achieve transformation, traditional gender roles and stereotypes need to be addressed through activities such as training, income generation or marketing and participation in decision-making (which could form part of social mobilization and leadership strategies). The report points to the fact that policy engagement on GEWE has not been extensively focused on this and therefore this important aspect needs to be addressed. Legal and policy constraints can be addressed through engaging with government and women’s organizations or networks at local and national level. Although these types of strategic networks and alliances on GEWE have proved successful in some cases, they need to be addressed systematically in order to realize the potential of government partners or national bodies as change agents\(^{31}\). The report further states, “In many cases, microfinance institutions, cooperatives, NGOs, economic interest groups, indigenous organizations or district assemblies have been change-agents. Also, the sensitization of men and traditional leaders and making them change agents themselves has proved successful. Gender focal points are often seen as important change agents, although often they may not have been sufficiently empowered themselves to facilitate broader changes\(^{32}\).

The same IFAD report identified several interventions that successfully contributed to changing cultural norms and practices; however, the intended changes were not well documented or monitored. Nonetheless, the report highlights changes that emerged most often as: i) enhanced women’s confidence and self-esteem, ii) literacy and functional skills, and iii) social capital. Although some changes could be seen on cultural norms and practices, these need further evidence and more systematic monitoring. Only a few examples were found where interventions “enabled formal systemic change, for example on laws, policies and government capacities” which is seen as a large gap currently\(^{33}\).

Gender Transformative Approaches (GTAs) are also used to represent a difference in the framing and purpose of gender in development work (as described in the KIT, the Royal Tropical Institute Report, 2018). The problem is framed differently by, “…focusing on the ‘formal and informal institutions underlying the visible gender or social gaps — in particular, on (gendered) social norms, attitudes, practices, processes, and rules or policies’ (Douthwaite et. al 2015: 42). In particular, [Aquatic Agricultural Systems] AAS’ GTAs focused on gender relations, with an acknowledgement of the need to work with women and men and understand them as heterogeneous categories. Working with women and men entailed encouraging critical awareness of social inequalities and the challenging and changing of power relations among them and in communities (AAS 2012)\(^{34}\).

3.2.3 Areas with limited gender focus

The ADB study (2017)\(^{35}\) highlighted that projects addressing gender-based discrimination in labour markets, GBV and the promotion of gender-inclusive social protection and safety nets, were limited. These project areas received limited policy and institutional support resulting in limited impact on their contribution to narrowing gender gaps in economic empowerment. They also had lessened impact in

\(^{29}\) EBRD, 2015, 4
\(^{30}\) IFAD, 2017, p. iv
\(^{31}\) IFAD, 2017, p. v
\(^{32}\) IFAD, 2017, p. v
\(^{33}\) IFAD, 2017, p. iv
\(^{34}\) KIT the Royal Tropical Institute 2018, p. 16
\(^{35}\) ADB, 2017, p. ix
strengthening voice and decision-making as well as lowering vulnerabilities to risks and shocks. Where ADB was involved in contributing to enhancing women’s voice and decision-making, this was done mainly through promoting their participation in projects or membership in community groups. The ADB report echoes the finding that violence against women and [improving] women’s voice and agency are under-represented in certain sectors that include but are not limited to Infrastructure and Energy, and Climate Change and Sustainable Development incorporating gender more and more.

The current IFC scorecard includes a large focus on increasing, “…access to finance and access to markets for women entrepreneurs, and to reduce gender-based barriers in the business environment”. IFAD (2017) focuses on interventions that improve women’s access to economic resources and opportunities, with rural finance being the most common practice. However, the evidence shows mixed results with regard to how GEWE has contributed to an increase in women’s benefits. The report explains that although many projects report large numbers of women beneficiaries, this is usually due to self-targeting and not deliberate targeting strategies.

3.2.4 From Social and Environmental Safeguards to Gender Safeguards?

Safeguards that are used in the environmental space are one option that can be considered to ensure the mainstreaming of gender. The Global Environmental Facility (GEF) indicates that their policy on GM came into effect in May 2011 and initially formed part of the GEF Policies on Environmental and Social Safeguards Standards and Gender Mainstreaming as an annex (annex II). This shows an acknowledgement of the importance of GM by associating it with the concept of ‘safeguards’ to ensure integration into all levels. In May 2012, it became a stand-alone policy document and “…commits the GEF to address the links between GE and environmental sustainability to encourage GM in its policies, programs, and operations”.

From another aspect, the IDB explains how gender has been incorporated into their existing system as follows:

- “The GAP identified 2011-2012 as a pilot phase for implementation of the gender safeguard. ESG’s [Environmental and Social Safeguards unit] safeguard screening system now contains a gender module, and a gender consultant assigned to ESG is providing direct technical support and training specialists to identify gender risks in projects. About 140 projects have been screened for potential gender risks thus far. Mitigation plans for seven of these projects have been completed, and expert support is being provided for supervision of five high-risk projects. Gender safeguards guidelines are under preparation. Overall, however, staffing constraints limit the pace at which the safeguards side of the Gender Policy can progress”.

- “Under IDB-9’s results framework, the Bank aims to ensure that by 2015, 85% of projects with high environmental and social risks will be implementing mitigation measures satisfactorily. This review suggests that considerable additional efforts will be required to meet that target. Failure to complete ESIAs and Environmental and Social Management Plans (ESMPs) and other required safeguards instruments before project approval has been found to be the most important constraint to timely and effective implementation of mitigation measures”.

- “The Bank has made limited progress on strengthening and using national systems for safeguards. Capacity-building efforts and analysis of the equivalency of country safeguards systems with those of the Bank have been initiated in one pilot country, and a request from a second country has been received.”

Relating Theories of Change to GM

What Theory of Change (TOC) assumptions should be revised to better strategically and operationally facilitate GM internally at the Bank, and externally?

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36 ADB, 2018, p. xii-xiii
37 EBRD, 2015, 9
38 IFAD, 2017, p. iv
39 GEF, 2017, p. viii
40 GEF, 2017, p. viii
41 IDB, 2018, p. iv
3.2.5 Understanding structural inequality/root causes and incorporating this into the TOC

In order to ensure that GEWE-related interventions are based on sound TOC where assumptions can be fulfilled (which then become drivers of achieving the TOC), the process of conducting a situational analysis of the gendered context becomes critical. Often, interventions do not take into account structural inequalities that are pre-existing and therefore will not be addressed by surface interventions. These structural inequalities need deeper, longer-term and more strategic interventions, that often entail participatory processes and relationship-building. A comprehensive problem analysis should be included in the TOC development process. Some of these assumptions/drivers of TOC are discussed below.

IFAD (2017) highlights a number of factors that contribute to achieving successful outcomes, such as:

- Understanding women’s needs. Aligning interventions with women’s needs and using specific targeting strategies through employing participatory processes. This also ensures a better understanding of the diversity of women (such as ethnic, religious, life cycle) and that generally held beliefs about gender and women are interrogated.
- Transformative practices and approaches. Discussed in more detail below.
- Socio-economic and policy context. These are critical in designing projects that address underlying discriminatory and exclusionary practices, for example for example customary land rights excluding women. The report states: “Effective change can be hindered by overly complex project designs, lack of gender expertise within project management, and insufficient budget allocations for gender-related activities. Issues that are often insufficiently understood and addressed include the socio-economic consequences of outmigration and how these and other factors affect women’s workloads.”
- Key factors. Included as factors that contribute to achieving successful outcomes are efforts to protect women from violence by assisting them in the following ways:
  - Public spaces. Women have claimed public spaces, such as markets which has helped women access economic opportunities.
  - Political spaces. Social mobilisation and strengthened leadership have helped women claim political spaces.
  - Community spaces. Reducing drudgery and challenging gender norms have led to widespread changes in marginalised communities.

The European Union (EU) report (2015) echoes similar sentiments. The report states that limited use of country-level contextual analysis, significantly weakens strategy and programme relevance and undermines the EU’s ability to achieve significant GEWE results. The contextual analysis should provide an understanding of the causes of gender inequality and how these interplay with other inequalities and what the effect is on human rights and development efforts. The report explains, “If should also deliver an understanding of partner governments’ commitment and capacity to work on GEWE issues… However, in the majority of countries, EU strategies and programmes are developed with only a superficial and often undocumented understanding of the GEWE context.”

This results in them not fully understanding the “…windows of opportunity for GEWE in their national context to inform country strategies and their implementation”. Activities are then poorly targeted and miss opportunities, particularly for working with in-country partners or other development partners.

The ADB report (2017) highlighted these key points by acknowledging the challenging nature of gender analysis and how proper gender diagnostics are not always conducted when the project is designed, hence “…gender differentiated impacts are often not examined because of lack of sex disaggregated data.”

The Belgian Development Agency’s Report adds to this, “On closer inspection, it appears that especially a number of contextual factors resulted in the many, often commendable, initiatives yielding very little in the end. In the first place, the absence of strong societal support – here and in the South – was a major obstacle, despite the existence of adequate legal and policy frameworks. As a result, many initiatives encounter explicit and implicit resistance at all levels and stages of cooperation within

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42 IFAD, 2017, p. viii
43 IFAD, 2017, p. v
44 IFAD, 2017, p. iv
45 EU, 2015
46 EU, 2015
47 ADB, 2017, p. xii
development organisations, a resistance that reflects the view of the society of which these initiatives are a part. Dealing effectively with this resistance requires the fulfilment of a number of initial conditions (sufficient familiarity with and acceptance of the policy note, adequate resources, adequate incentives, unequivocal support from leadership) that have only sporadically been met in Belgian cooperation”.

Related to this, the UN Women report (2013) highlights that most of the joint gender programmes that formed part of this review, integrated key dimensions of ownership, and many of these strategies were successful. The report does go on to state, “However, these gains commonly lacked a clear understanding of what ownership meant in the context and the importance of a broad-based approach, with a tendency to focus on the joint gender programme modality as an ‘end in itself’”49.

In summary, in-depth gender analyses are essential to formulating policies that promote GM. These analyses are even more impactful when they consider the root causes of gender inequality as well as structural inequality that are embedded in societal systems and institutions. For this to take place effectively, gender analyses that critically assess the following assumptions 50 underlying AfDB programme designs could assist in unearthing the inherent power dynamics:

- AfDB allocates sufficient funding and staff with relevant expertise for gender activities.
- AfDB gender team provides tools to design, implement, and monitor gender activities.
- African countries have vibrant civil societies, which facilitate WE and mobilize both men and women.
- Proper gender diagnostics are provided to task leads, to ensure the ability of women to influence project design and their participation in project implementation, and duly monitor gender results.
- Governments are responsible to ensure commitment to address gender issues in RMCs.
- AfDB effectively builds partnerships with other development partners to foster GE in the region and at the RMC levels.
- Social and cultural norms concerning women’s role and status are addressed in AfDB’s work at corporate, country, and project levels.
- The nature of gender power relations, and the triggers for WE, differ from culture to culture and context to context, therefore no standard activities can be relevant in all places and times.
- There are recommended standard outcome and impact indicators that can be relevant to capture gender power relations across cultures and contexts.
- Countries are parties to international and regional commitments such as Sustainable Development Goals (SDG) and Committee on the Elimination of Discrimination against Women (CEDAW) with embedded mechanisms at an RMC level.

Accountability and Incentives for GM

To what extent is there a manageable framework for accountability (quality assurance processes and internal systems) for GM?

The EBRD synthesis report provides a good introduction by highlighting the common challenges and drivers across IFIs. The main internal drivers of success have included 51:

- “Clear senior management commitment at the centre and sector levels,
- Quantifiable operational commitments supported by clear internal accountabilities and resourcing,
- Rigorous gender tracking and monitoring both at entry and increasingly at exit, and
- Informed diagnosis and visible results shared with clients”.

In order to successfully address GEWE, extensive external (operational) gender-driven strategies must go together with an extensive internal (institutional/organisational) gender agenda which is why including accountability of gender objectives in performance evaluations of senior and middle management could be helpful 52.

The report also highlights that progress has been made in developing accountability and incentive mechanisms within IFIs, both at an institutional and individual level. From the evidence in the report, it appears as if this framework is an important driver for achieving gender objectives. For example, at least three IFIs have committed to including gender results in their corporate scorecards (including

49 UN Women, 2013
50 The list of assumptions was formulated as part of the broader study whereby online survey participants were asked to rank these assumptions.
51 EBRD, 2015, p. 4
52 EBRD, 2015, p. 5
WBG, ADB and IADB. In terms of setting targets to increase GM, the ADB has had corporate targets at project entry for a while but in 2013, they introduced ‘a corporate commitment on gender at completion’, which is described as follows53, “This corporate commitment on gender is measured at exit: a target that 70 per cent of its projects categorised on entry as projects which mainstream gender, should be considered successful from a gender perspective at exit, as determined by the gender unit. This introduction is the first time a multilateral development bank has looked at corporate results on gender at exit, and represents a shift in quality of reporting and institutional accountability. Though its targets do not apply yet to private sector operations, there is close monitoring and already a requirement to increase number of projects year on year”.

Without strong internal accountability systems, poor performance can go unchecked. The IFAD Report indicated that several IFIs “indicate that with the inclusion of gender considerations into performance assessments, they observed more traction”. Further, when prominence was given to gender-related aspects of staff’s work by senior management, this was seen as important to making progress in the gender agenda. This was done through an annual gender award to projects and having an annual report on the implementation of gender policy to show results and progress54.

Reporting is an important accountability mechanism and the ADB highlights some of the challenges that were identified in their 2013 evaluation relating to the Environmental and Social Impact Assessments that were conducted as part of the safeguards system. Challenges included a lack of tracking project effects, a lack of baseline information, and not fully completing assessments and mitigation plans before Board approval was granted to projects. As a result, approval was granted to some projects without having a full understanding of the potential impacts of the project which opened the Bank and its clients to higher levels of risk than intended. Despite new templates for safeguards for supervision reports being introduced, these reports are not linked to larger accountability frameworks within the Bank and there is no required reporting on safeguards which means it is unknown whether safeguards policies are making an impact55.

Evidence from other organizations, such as the 2015 EU report, points out that weak systems for GAP reporting and accountability are “symptomatic of the low priority that GEWE has received in practice”. GAP reporting takes place in parallel to main reporting and accountability lines and there has been a subsequent inadequate number of reports with no penalties for this. Consequently, reports are of poor quality and often biased towards successes, with a lack of evidence. Effective reporting relies on internal and external systems, where reports are integrated into existing systems, starting with the results framework56.

A report by UN Women in 2013 describes the strong efforts at building a culture and practice of accountability for GE results but one where not enough focus was given to accountability strategies at design stage, including monitoring. Accountability was located at the UN agency headquarters instead of at the national level which was more focused on mutual accountability that included national stakeholders and ‘downwards accountability’ to women and men on the ground57.

Internal and External Gender Architecture

To what extent does the gender architecture and level, type and resourcing (budgetary and human) support an efficient use of resources for GM?

A clear and active internal gender agenda within an organisation is important to drive forward its external operational gender agenda. Having a well-articulated external gender agenda is not enough and the internal gender architecture of the organisation needs to reflect the gender policy commitments. This architecture is evidenced in a number of different ways, such as a commitment from management, the systems and processes that facilitate the gender agenda as well as human and financial resources allocated to the gender agenda, all are discussed in this section.

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53 EBRD, 2015, p. 6
54 EBRD, 2015, p. 9
55 ADB, 2013
56 EU, 2015
57 UN Women, 2013
3.2.6 Management commitment

The EBRD Report (2015) outlines how effective gender architecture can be practically applied. The interviews and survey indicate that institutions noting substantial progress in implementation often point to a dynamic senior management commitment as the main determinant of success, driving visibility and the necessary support framework. Similarly, the survey respondents stated that senior management advocacy and the organisational priority placed on gender were very important or quite important, making these two of the factors considered most important for achieving their organisations’ gender objectives. This need for consistent sponsorship and messaging at the high level was described by the majority of interviewees as necessary because of the cultural change elements to implementing a gender strategy in such institutions. One interviewee sums this up: “There is a culture of volume of lending and numbers and not quality of investments…In terms of making a difference for gender outcomes against corporate commitment, being in an institution engaged in transition means you don’t get the attention for any topic that is content related and more of a niche topic…you need board support and senior management commitment through actions”.

According to the Inter-American Development Bank (IADB) report, IFIs seem to follow a ‘dual track on delivering gender results’ by focusing directly on gender and mainstreaming gender considerations throughout all operations. “A clear and active internal gender agenda within an organisation is important to drive forward its external operational gender agenda”. The report highlights a critical component of the operationalisation of gender commitments which is through the gender units. It further states in relation to gender units, “Four out of five IFIs placed their gender units under social and/or environmental divisions, while non-IFIs reported that gender issues were dealt with either by teams within policy and/or technical divisions or by separate gender departments. Representatives from both IFIs and other institutions ranked having an influential gender unit at organisational and project levels as important to very important, although many reported less than full implementation. Respondents from IFIs also ranked the adequacy of size of the gender team at the organisational level and the adequacy of expertise at the operational level to be important to very important”.

UN Women also recognise the importance of structuring an internal strategy to promote GEWE through working within the regional architecture which has increased the overall ability to implement the integrated mandate in the field (normative, coordination and operational). The new regional architecture was structured as follows, “(a) the establishment of six regional offices and six multi-country offices, including the transformation of the existing sub-regional offices into either regional, multi-country or country offices; (b) the decentralization of day-to-day managerial oversight functions for UN Women country presences from Headquarters to regional offices; (c) the transfer of some technical and operational functions from Headquarters to the regional level; and (d) accompanying changes at Headquarters to support higher-level oversight and global technical and policy knowledge and support to the field”.

The Vaccine Alliance (GAVI - 2012) reports in a benchmarking study that the GAVI achieved much in their GM, specifically with regard to evidence generation, capacity building and provision of clear guidance which are all indicative of an organisation’s ability to translate its policies into action. However, all benchmarked organisations in the study, including GAVI, have struggled to attain full operationalisation of their policies.

3.2.7 Staffing/human resources

The EU 2015 report highlights the detrimental effect of insufficient gender specialists who are often inexperienced and untrained and for whom gender is an added responsibility which results in inadequate human resources allocated for achieving the EU’s ambitious GEWE commitments. These gender specialists are often working alone and unsupported by colleagues and management.

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58 EBRD, 2015, 6
59 IDB, 201
60 IDB,
61 IDB,
62 UN Women, 2017
63 GAVI, 2012, p. v
64 EU, 2015
At KIT the Royal Tropical Institute, the internal gender architecture evolved over time, from stand-alone training workshops (such as gender learning workshops and gender themes in communication training) and home-based assignments by external consultants to a more systemic approach, described as follows:

*Managed as a 12-month grant, the gender support initiative focused on gender analysis, gender integration, stakeholder engagement as well as monitoring, evaluation and learning that was made available to 26 American Field Service (AFS) projects. Key features included gender audits; different capacity strengthening interventions including workshops, field accompaniment and virtual support (in the form of coaching, webinars, tools and other resources) as well as establishing and undertaking project-based action plans for gender integration*.

STAR-Ghana contend that having a ‘robust’ Gender Equality and Social Inclusion (GESI) strategy makes a huge difference and, if conceptualised properly, can provide a powerful guideline for implementation of GM and GEWE. Having this strategic document in place does provide the relevant managers with direction and focus, but additional input is needed with translating the content of such a strategy document to project management team members in a way that is meaningful to their own work units.

It is important to understand how IFIs have been making use of gender units. Some have been placed in priority sectors in order to work with operations teams to assist with designing projects that are ‘gender-informed’. In one example, costs for this was absorbed into the sector teams. IFIs report this to be more effective than one-off training (apart from training provided to the client) or providing tools to ensure gender informed programming. Other useful measures implemented by IFIs is to establish a pool of qualified expert consultants and also to embed staff, either by secondment or permanently, in field and sector teams to complement and strengthen other support mechanisms for gender. Less widely used strategies is to look at the sex balance in staffing of gender expertise, gender roles in country/sector strategy across HQ and field and gender responsibilities in operations staff job descriptions. It was also mentioned that “…safeguard commitments had been particularly difficult to implement, particularly given limited resources of the gender unit*.

The GEF report (2017) highlights the inadequacy of the institutional capacity to implement a gender policy and to achieve GM. It points out that, although a dedicated senior gender specialist as part of the GEF Secretariat is important, this on its own is not enough to build wider staff competencies and capacities to support GM across programming and processes.

In its 2015 evaluation, the EU reflects that there is a ‘mismatch’ between the EU’s policy commitments on GEWE and their organisational capacity to deliver, noting that there is no orchestrated approach but rather the approach is piecemeal. While there was an increase in financial commitments (during the period 2007-2013), this has not been matched by human resource capacity to manage an increasing volume of work. There has been an assumption from management that staff will be able to identify and address gender issues, with support from gender focal points; however, staff do not see gender as their responsibility and therefore do not give it the required attention. In addition, they do not have the necessary technical expertise with regard to GM. Indeed, technical guidelines and resources are available to staff, but these are not comprehensive nor adapted to staff needs and not well utilised by staff. There is also no explicit demand from leadership for GEWE performance improvement, with tools and processes treated as a compliance exercise instead of a means to improve the gender focus of their work. GEWE performance indicators are not integrated into human resource procedures and internal reporting does not take into account performance against the GEWE commitments. In addition, GEWE has also not been integrated into staff job descriptions and performance appraisals. At country level, gender is not clearly integrated into country strategy objectives or monitoring and evaluation processes which all allow poor performance to continue.

At GESI, Ghana has been taking place over time and has resulted in, “…recruiting two full-time and highly qualified
technical staff; investing in a specialist GESI-focused consortium partner (SDDirect); putting in place a seven-person GESI technical advisory group made up of experts from civil society and government in Ghana; and investing in a diverse range of partnerships (there are around 35 strategic and grants partners carrying out standalone GESI projects, in addition to the other mainstream grants partners). These investments have sent a clear message about the weight given to GESI within the programme, and have ensured timely support to, and engagement with, national and local stakeholders.\(^{71}\)

Although STAR-Ghana has made much progress with regard to GESI, they are still faced with challenges such as inconsistent levels of GESI technical knowledge which results in inconsistent GESI analysis and integration across work units and the project management team, in particular, is in need of more skills. Overall, the organization still seems to be “...grappling with social inclusion, both conceptually and as a reality, and with identifying appropriate programme responses to gender inequality and social exclusion”\(^{72}\).

### 3.2.8 Financial Resourcing for GM

Apart from the importance of management commitment to GM as well as human capacity arrangements within institutions, other critical measures include financial and human resources, accountability and visibility. The way in which the gender agenda is typically promoted within an organisation is that the commitments are contained in policies and supported by action plans which are critical to show commitment and therefore their full funding is essential. Although IFIs recognise the importance of budgetary allocations and dedicated financial resources, very few felt this had been fully implemented\(^{73}\).

The EU report (2015) indicates that there has been an increase in funding committed to policy commitments to GEWE. However, it is not possible to determine exactly how much has been committed to GM due to the poor application of the gender marker. Questions are also raised around the quality of GEWE contributions. Gender analysis is rarely used to inform strategy and programming and gender-sensitive indicators are not sufficiently integrated into results frameworks\(^{74}\).

UN Women report (2017) states that, “While the money hasn’t materialized as anticipated, we have still structured UN Women as if it has. And it makes clear that this is not sustainable. It highlights that we have two options: grow our resources, or shrink our workforce”\(^{75}\).

### 3.2.9 Institutional Commitment and leadership of GEWE agenda

The EU Report (2015), states that leadership and management have not clearly communicated GEWE priorities to their own staff at headquarters and EU Delegations. This has resulted in challenges with staff understanding GEWE policies and how they affect EU cooperation strategy, programming or dialogue. There are competing priorities in this environment and the absence of strong leadership is the root cause of the inconsistent and weak results achieved in the area of GEWE during 2007-2013. “The results that have been achieved are the accomplishments of committed individuals, rather than of an organisational response”. The report describes this as a ‘systemic failure’ with the EU’s GEWE commitments ‘remaining as little more than rhetoric’\(^{76}\).

**Sustainability of GM practices**

Which internal and external GM practices are most/least likely to be sustained after expiration of the GS without continued investment, technical, financial, or through other activities? What conditions and processes are likely to ensure that GM achievements are sustained beyond individuals?

### 3.2.10 Elements included in GM practices that contribute to sustainability

In terms of ensuring sustainability of GM practices, the synthesis highlights a number of necessary elements:

- **Participatory approaches.** Projects that use highly participatory approaches to community development were effective in achieving gender-inclusive results yet are unlikely to transform traditional gender roles when they are building on existing power relations (rather than challenging

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\(^{71}\) STAR-Ghana, 2018, p. 3  
\(^{72}\) STAR-Ghana, 2018, p. 4  
\(^{73}\) EBRD, 2015, p. 8  
\(^{74}\) EU, 2015  
\(^{75}\) UN Women 2017  
\(^{76}\) EU 2015
them). In order to challenge existing power relations, additional strategies are required, such as breaking gender roles and stereotypes. Working with men was also found to be highly effective.

- **Infrastructure.** The provision of general infrastructure, water in particular, has had important benefits for women and can address some root causes of gender inequality, such as time poverty; but, the benefits must be intentionally built into program design and must be consistently monitored. In addition, sustainable access to resources, in particular land, also requires changes in law and administrative practices that must be considered at design.

Illiteracy negatively affects the sustainability of women’s groups and platforms with, “Practices… more likely to be sustained if the benefits they generate are well received, for example in the cases of backyard gardens, drudgery reducing technologies, or widely recognized, as in the case of awards used to acknowledge successful women entrepreneurs.”

### 3.2.11 Partnerships and participatory processes

In terms of ensuring sustainability of achievement of results, partnerships and participatory processes have been identified as a critically important aspect that should be integrated into gender programming. These include a number of partnerships, between different entities, at different levels, as well as internal institutional partnerships, private-public collaborations, country/regional level cooperation as well as partnerships and participatory process among development partners. These are elaborated here:

- Engaging with policy makers on GEWE at national and local levels is very rare and more attention needs to be placed on building networks and alliances on GEWE beyond the local context.
- The work UN Women has invested in growing and diversifying their partnership base has resulted in important contributions to advancing GEWE and GM at global and national development frameworks (although great strides have been made with their strategic partnerships, there is still a need for a comprehensive policy framework for strategic partnerships).
- Participatory approaches enhance ownership and help ground gender in community structures. Linking gender practices to local and national structures is important, such as linking women’s credit groups to the formal banking sector.
- Through building partnerships with state institutions, there has been an opportunity for strengthening responsiveness to civil society demands related to GESI; including community organisations in a loose coalition around GESI is also beneficial, particularly when emphasising the need for collaboration instead of competition. Also, many community organisations are in need of capacity development and in order to be effective partners, may need some capacity-building.
- UN Women highlights one of their strengths, as well as a large contributor to sustainability, as being, “…alliance and network building, leveraging the integrated mandate and working with partners; using these approaches, UN Women is overcoming predominantly hindering external environments, despite reliance on short-term noncore resources that are poorly suited to gender transformative programming.”
- In addition to the above, another of UN Women’s strengths is to develop partnerships at local and national levels as well as support the development of informal networks specifically when it comes to women’s economic empowerment in which community-income generation led to the financial independence of women and development of sizeable joint venture companies.

### Results Reporting

What knowledge management and learning mechanisms have facilitated GM in the Bank, including in Bank’s operations and strategic decision-making?

The EBRD synthesis evaluation (2015) reflects that one of the most important aspects of organisational practice is to see how gender support is being evaluated and reported, “Indeed, evaluation serves as the accountability framework for the institutional mandate. Contemporary literature argues that there is
a gap between policy and implementation – best practice evaluation should be able to help guide institutions to close this gap”87.

Evaluations of GE strategies are not as pervasive across IFIs as hoped – several institutions have undertaken evaluations, but others have not. There still seems to be a disconnect between the operations and what is being reported on. “If gender impacts are not evaluated and reported, they are unlikely to be given any attention”88. IFI departments are considering ways to integrate gender more systematically into their evaluation work through various mechanisms such as assigning a gender person, stocktaking, diagnostics reports and specific action plans89. In addition, in order to deepen mainstreaming, assessing projects at exit should be used to reflect by implementing activities, “…[that] concentrate on defining activities to scale-up good practice results-based interventions in relevant core business lines; develop and strengthen diagnostic tools; improve the evidence base for results; support Gender Innovation Labs (which use impact evaluation to explore evidence on critical gender gaps); improve knowledge uptake (not just through technical tools such as guidance notes but also through internal and external capacity building); and, importantly, emphasise monitoring of corporate commitments, rating projects on exit as well as the current view on entry”90.

Learning opportunities for GM are critical for headquarters and field staff but creating spaces where this can take place, has not been well implemented. The ADB reflects on the use of corporate targets for GM and delivering gender results but, it appears that gender results at country partnership level are not well formulated and their achievements are not well monitored and reported. Gender indicators were often limited to education, health and water infrastructure development projects where sex-disaggregated targets are easier to identify. In addition, gender indicators are often adapted from national targets; added to this, targets for outputs and outcomes for baseline and completion are often not quantified and it is therefore difficult to isolate one organisation’s contribution. Also, reporting progress of gender indicators against national targets are often uneven and delayed. Further, “The infrastructure targets in the operational plan are not specified through a gender lens, presumably due to the lack of sex-disaggregated data. These targets include new household connections for electricity, kilometers of urban rail and bus-based mass transit systems built, and households with new or improved water supply and sanitation. Although it may be difficult to identify the number of females who will be reached by these infrastructure interventions, the operational plan could have indicated that women’s time savings or the frequency of their trips to schools, health facilities, and markets should be monitored in some projects. However, the assumption that these output-based targets would automatically lead to intermediate outcomes of time savings, and to medium- or long-term goals of WE and gender equality, may not hold. If infrastructure projects are well-planned and designed to address these gender constraints, their benefits for women can be maximized”91.

Corporate indicators often only focus on the number of activities and not the qualitative aspects of activities; this was echoed by the UN Women Report (2017a), the EU Report (2015) and GAVI (2012)92. In order to integrate gender and diversity, sufficient evidence is required of the developmental effectiveness of these activities. “On one hand, the Bank has made significant progress in increasing its capacity to supply operations that mainstream gender and diversity. On the other hand, the demand for these operations depends on the borrowing countries’ determination that doing so will improve development outcomes”93.

Despite increased GM at the Bank, systems for accountability and monitoring are not adequately tracking implementation and results of this portfolio. There is a significant gap in the tracking of the achievement of outcomes to improve GE, which seems to be a common gap among other MDBs as well94. The UN Women Report (2017a) adds to this that linking results to financial data can help managers and partners track which interventions and partnerships are translating resources into outcomes most effectively95.

87 EBRD, 2015, p. 9
88 EBRD, 2015, p. 9
89 EBRD, 2015, p. 9
90 EBRD, 2015, p. 6
91 ADB, 2017, p. 24
92 UN Women 2017a and EU 2015
93 IDB, 2018
94 IDB 2018
95 UN Women 2017a
In addition, the documentation of practices is also problematic. Project documentation must include definitions and meanings of concepts such as empowerment, how it is assessed and what results the project aims to achieve and has achieved. Further to this, measuring "transformative change" is complex and measurement systems that aim to measure this must be equipped to measure this complexity. As is stated in the IFAD report, "There is a wealth of promising processes and practices for measuring meaningful relational change, social norm change or change in the less tangible aspects of recognition. Standard Results and Impact Management System (RIMS) indicators are not sufficient to capture those changes. Project monitoring and evaluation (M&E) thus will need to be more creative and include more diverse methods to capture social change."

The above sentiment is echoed in the GAVI report, stating that another main objective of having good, comprehensive knowledge management systems is to provide management information. UN Women describe their system; "At the time of this evaluation, UN Women gathered information through planning and reporting processes in strategic plans, annual work plans and annual reports. This information is incorporated into the Country Office Assessment Tool, a tool used by the organization that offers a snapshot in time of performance against indicators, such as delivery rates, resource mobilization targets and donor reporting statistics, among others. Another example of a useful monitoring process is the consistent annual issuance of certified financial statements, which provides useful financial information and is used as an accountability tool with donors."

Key lessons for GM / Good Practice for GM
What are the key lessons from external comparators on how to leverage Bank’s mandate for holistic and comprehensive GM?

Key themes emerging on GM are (more detail provided in Appendix 4.4):

3.2.12 Designing projects and programmes for GM aimed at GEWE
- Project Design – projects must include empowering and GTAs in their design.
  - Gender diagnostics or a gender analysis is also very important to be conducted, so too is a contextual analysis of the country and their root causes of gender inequality. "Different benchmarks are needed for different contexts, but good contextual analysis is a general prerequisite."
  - TOCs should be developed during the design phase that incorporate different strategies that target women.
  - Multiple and complementary interventions and activities should form part of the strategy to facilitate GEWE considering changes in gender roles and relations. Related to this is including activities aimed at reducing women’s workloads.
- Men should also be included in programming and implementation; however, cultural sensitivity is required when discussing GEWE with local men and traditional leaders.

3.2.13 Key aspects to Integrate into operationalizing GM approaches
- Highly participatory approaches that engage women and their communities assist the achievement of gender-inclusive outcomes. Including support to women’s organisations, also ensures platforms are created for mutual support and interest. "The structural engagement of youth for supporting behaviour change was found to be reliant on a combination of innovation in UN Women programming with reach, operational capacity and sustainability of partners. The overall effectiveness of these partnerships improved when there was sufficient time allocated to inception phases – an important opportunity for partners to get to know one another and learn how to work jointly in practice."
- Ensuring cultural sensitivity with local men and traditional leaders is also important, in particular in challenging contexts.

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96 IFAD 2017
97 UN Women 2017b
98 IFAD 2017, p. v, 50, 58
99 UN Women 2017a, p. 31
3.2.14 Programme implementation

- Effective project design accounts for implementation with adequate resources allocated to gender-related activities.
- “Sufficient and appropriate staffing, with necessary skills, and resources are consistently needed for ADB to improve the delivery of this agenda”\(^{100}\).

3.2.15 Linking projects and programmes with broader policy and strategic priorities, and international commitments such as SDGs

- This should include opportunities for working with government representatives and national organisations that will carry GEWE priorities from the project sphere into the policy sphere.
- Successful programmes must be brought to the attention of decision-makers in order to scale-up GEWE activities.

3.2.16 Specific strategies that promote GM to be incorporated into gendered programming

- Implement measures that protect women from violence such as those occurring in markets, roads, and transport. In some cases, such interventions were among the enabling factors transforming women’s lives.
- “Promoting unconventional and new roles for women helps shifting mindsets and commonly held beliefs. For example, supporting IGAs outside the traditional division of labour or training women as extensionists, community or trainers helps create new role models and challenges stereotypes”.
- “Sector development programs, which combine projects and policy-based loans (PBLs), are effective modalities to ensure that gender benefits of project components are complemented by policy and institutional systems that encompass a gender perspective. PBLs are being used to develop gender-mainstreaming measures and gender-responsive budgeting processes at various levels of government”.
- “Technical Assistance projects played catalytic roles in delivering gender results... Reliable financing for Technical Assistance projects and grants, and expanded partnerships greatly influenced the delivery of ADB’s GAD agenda”.
- “Economic projects appear to possess the greatest potential for changing gender relations. Women who succeed in increasing their production and/ or income, often operate via these activities outside the framework in which they – intentionally or unintentionally – previously were living. Their economic integration initiates an interplay of enhanced self-confidence and self-esteem, a strengthening of their position in the household and society, and increased power of initiative that frequently develops talents that had long been underused. Insufficient attention to gender in this type of projects also presents extra challenges (such as an increase in the workload of women)”.

The evaluation synthesis conducted by IFAD, 2017, identifies a number of guiding principles when deciding on which practices to implement. According to the report, it seems that the combination of practices used is significant – using multiple and complementary gender practices facilitate changes in gender roles and relations, “For example, practices to improve women’s access to resources and opportunities in combination with practices to enhance women’s and men’s awareness and consciousness were found to be very effective”.

The following IFAD 2017 guiding principles have therefore been identified and emphasise the points discussed above\(^{101}\):

- “Practices that worked well, but are not yet common, should be promoted (e.g. value chains, marketing, off-farm employment).”
- “(Labour-saving technologies and working with men are not common practices yet, but the available evidence suggests that they can be highly effective. Practices to influence men and traditional leaders and practices to address women’s time poverty should be widely integrated into IFAD’s interventions.”
- “Practices that are common, but so far have yielded mixed results, should be improved based on the available international practices. IFAD should critically review some commonly held beliefs and assumptions about gendered benefits and promote services that are better tailored to the strategic needs of women (e.g. inclusive rural finance, infrastructure, functional skills training).”
- “Some practices are highly relevant, but not yet effective or common (e.g. promotion of IGAs, land rights), often because they are meeting contextual limitations (social and cultural values,

\(^{100}\) ADB, 2017
\(^{101}\) IFAD, 2017
institutional and legal frameworks). For those, the assumptions and influencing factors (in their TOC) that have been limiting their effectiveness and wider application need to be carefully reviewed. The wider application of those practices needs to be accompanied with adequate strategies to address the systemic issues that may limit their effectiveness.

- “Policy engagement and scaling up successful GEWE practices are key to enabling transformative change. There are some good practices already, but they need to be more widely understood and applied within IFAD.”
- “Finally, it is the combination of practices that brings about transformative change. Therefore, IFAD interventions should be encouraged to use a range of different practices that more comprehensively address the complexity of issues and factors affecting GEWE.”

Working in partnership with other organisations, the UN’s work has made significant contributions to ‘cross-border and interdisciplinary programming, upstream sensitization and the obtainment of legal rights for women within larger policy frameworks.” UN coordination identified three main challenges which have been leveraged as positive drivers of change:

- “Shifting from ‘planning-as-one’ to implementation ‘delivery-as-one’.”
- “Establishing shared UN-macro frameworks/narratives to support interventions.”
- “Addressing the disconnect across the humanitarian-development continuum.”

In terms of entrepreneurship and women, the AfDB highlights three promising strategies (in their Profiting from Parity Report) that are likely to be effective for female entrepreneurs, these include,

- "Training programs that apply lessons from psychology to encourage women to act with an entrepreneurial mindset. Training programs addressing socio-emotional skills and gender-specific content – as opposed to standard managerial training programs – have proven effective in numerous contexts in Africa, and pay for themselves in increased profits over the long-term.”
- "Supporting women with secure savings mechanisms. Unequal bargaining power within the household and domestic expenditure needs can affect women’s ability to finance their business activities. Therefore, providing women with mechanisms to set aside money for their business can help insulate these funds from household demands. The interventions need to be well-targeted to ensure appropriate uptake from the relevant target group.”
- "Providing large cash grants to female-owned businesses as part of business plan competitions can help address the capital constraints of growth-oriented firms, including those owned by women... Studies show positive impacts of large grants under business plan competitions on employment, sales, and profits among female-owned firms.”
- "In addition, the following set of policies and interventions that draw on emerging evidence offer strong potential and would benefit from further assessment of impact:
  - Removing legal constraints to GE and regulatory implementation gaps.
  - Strengthening land tenure rights for women.
  - Expanding women’s linkages to new business networks.
  - Offering women-friendly training designs, including peer support.
  - Providing in-kind grants to female-owned firms.
  - Introducing financial innovations that reduce collateral requirements, including psychometric scoring.
  - Facilitating access to childcare services.
  - Engaging men to provide a more supportive environment for female entrepreneurs.
  - Incentivizing women to cross over to male-dominated sectors by sharing information on expected returns in those sectors, and through early exposure in the form of apprenticeships and male role models.”

Recommendations with regard to GM

Recommendations emerging from the studies examined for this evaluation synthesis echo the points emerging from the Key Lessons/Good Practice section above. The following have been highlighted here because they come up often and have shown results (for more detail per organisation, please see Appendix 4.5):

- When planning GM activities in prospective programmes, it is useful to determine how gendered programming will be developed. Clear recommendations that are emerging across multiple sources are:

102 UN Women, 2017 (15)
103 AfDB, 2019
Take into consideration the different levels at which the programme operates - policy, country and project - and what are the different institutional structures and processes that need to be targeted as well as the programmatic or project-specific processes that need to be targeted for GM. This speaks to having comprehensive internal and external strategies for GM.

- Conduct gender assessments (at country or sector level, or both).
- Use gender diagnostics, integrating lessons learned and including relevant and adequate gendered monitoring.
- Ensure the correct technical capacity exists among staff in order to implement as expected.
- Ensure there are adequate incentives for team leaders to monitor implementation and evaluate results.
- In terms of integrating gender into a safeguards system, ensure the necessary social assessments i) are consistently completed; ii) strengthen supervision of this process; iii) focus attention on the sustainability of the social aspects; iv) broaden the focus of country sector notes to ensure less fragmentation of GM; v) ensure the necessary gender policies are implemented and that guidelines, toolkits and staff training have been developed and implemented and that there is oversight and buy-in from managers and operational teams; vi) ensure gender-related indicators and data are closely monitored to ensure linkages with project diagnostics and gendered interventions; and, vii) ensure adequate human and financial resourcing for implementing safeguards policies.
- “Develop explicit theories of change to underpin targeting strategies for different groups of women, together with indicators to monitor them at the point of design, and offer tailored interventions based on available good practices. Theories of change are critical to linking design, implementation and monitoring of gendered targeting strategies. Specific targeting strategies are required to address the needs of different groups of women, that are more likely to be left behind, such as very poor women, landless women, single women, female-headed households, indigenous women and young women, together with good contextual analysis. Relying on a participatory approach will not be sufficient, rather explicit strategies have to be integrated into design and followed through during implementation, based on good gender analysis. The effectiveness of targeting will require further disaggregation of beneficiary data for monitoring purposes”.
- Linked to above, develop monitoring and evaluation systems that show disaggregation of benefits and GEWE outcomes at both a corporate and project level.
- Policy development should take note that policies rooted in rights-based frameworks result in more effective GM and these policies should provide guidance on gender analysis and what the responsibilities of the implementing bodies are.
- Gender expertise is critical to the success of GEWE programmes and this expertise should be applied at various stages and levels of the process.
- Use of gender markers and gender sensitive indicators are encouraged in order to determine overall progress of closing gender gaps.
- “Reduce duplication of country level programme management functions within regional programmes, directing this capacity to support the enabling environment for participating countries. In particular, strengthen the knowledge exchange function of regional offices, including with human capital for translation of knowledge resources into regional languages.”
- Create learning communities that will contribute to stronger programme design, this can increase ingenuity and greater success with fundraising. “By making reporting integral to learning (along with mutually encouraging dynamics inherent with a community of practice) and accountability, quality of reporting can be enhanced”.
4 ANNEXES
## Summary of documents included in this review

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<td>International Financial Institution (IFI)</td>
<td>MTR Gender Policy</td>
<td>MTR</td>
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<td>22</td>
<td>14</td>
<td>AfDB</td>
<td>2019</td>
<td>African Development Bank</td>
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<td>Profitability in Parity</td>
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</table>
## Summary of gender-related policies, actions and strategies

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<tr>
<th>Agency</th>
<th>Related Narrative</th>
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<tbody>
<tr>
<td><strong>Asian Development Bank (ADB)</strong></td>
<td>Based on a GAD policy, operational plans and four gender categories (these categories provide guidelines as to which operations count as GM) and integrating gender concerns into overarching activities, such as employment and income generation, and infrastructure (ADB, 2017, p.xi).</td>
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<tr>
<td><strong>Inter-American Development Bank (IDB)</strong></td>
<td>To support implementation of its new gender policy, the Bank adopted a GAP spelling out objectives and a work program for 2011 and 2012 [and 2017] (IDB, 2013, p. ii). [Thus far] the Bank has developed three GAPs with results frameworks focused on measuring the Bank’s effort. Each successive GAP has reflected a more focused approach at the sector level (IDB, 2018, p.viii). In 2006, the Bank adopted the Environment and Safeguards Compliance Policy (OP-703) and in 2007, created the Environment and Safeguards Unit (ESG). With these actions, the Bank initiated a series of systemic reforms, including revisions to safeguards-related guidelines, procedures, and instruments. In 2009, the Bank established an Independent Advisory Group (IAG) to review progress in implementing the ESC policy and to provide advice on potential improvements to the policy and its application. GM policies in place at the time of preparation of this paper typically include dual objectives of purposeful operations and mainstreamed gender considerations throughout all operations, with some also highlighting safeguards as a main vehicle (IDB, 2013 p.i).</td>
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<td><strong>Global Environment Facility (GEF)</strong></td>
<td>The Policy on Gender Mainstreaming came into effect when it was approved by the GEF Council… in May 2011. [It was] issued it as a stand-alone policy document in May 2012. (GEF, 2017, p. viii).</td>
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<td><strong>European Union</strong></td>
<td>The EU’s GAP 2016-2020 (referred to as GAP II) is the Union’s framework for promoting GE and women and girls’ empowerment in external relations in third and partner countries, as well as in international fora and agendas. GAP II is significant, because it constitutes the manifestation of the principles related to gender parity outlined in the new European Consensus on Development. Its goals are also key to the successful achievement of the SDGs (EU, 2017)</td>
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| **UN Women** | The 2006 System-Wide Policy for GE and the Empowerment of Women paved the way for subsequent reforms and momentum towards system-wide accountability is growing (UN Women, 2013). The approved option for the regional architecture was designed to: i) bring capacity closer to the field; ii) empower UN Women staff at the field level; iii) reduce transaction costs arising from multiple layers of oversight for key business processes; iv) better distinguish higher level programmatic and operational oversight and global policy work at headquarters from the day-to-day oversight and support in the field; and, v) improve UN Women’s overall efficiency and effectiveness. To achieve these goals, the approved regional architecture established six UN Women regional offices (ROs) and six multi-country offices (MCOs), including transformation of fifteen existing UN Women sub-regional offices into a new RO, an MCO or a country office (CO) (UN Women, 2017, Reg architecture). Looking forward, the UN Women Strategic Plan 2018-2021 consolidates the entity’s strategic goals. These are commonly referred to as thematic areas and include:  
  - A comprehensive and dynamic set of global norms, policies and standards on GE and the empowerment of all women and girls is strengthened and implemented.  
  - Women lead, participate in and benefit equally from governance systems. |

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### Agency | Related Narrative
--- | ---
**The Vaccine Alliance (GAVI)** | A goal to "promote increased coverage, effectiveness and efficiency of immunisation and related health services by ensuring that all girls and boys, women and men, receive equal access to these services." In addition, the Policy seeks to contribute to efforts to scale-up GM and promote GE. The Gender Policy's guiding principles are to: i) apply a gender perspective to all its work; ii) complement partners’ efforts to promote GE in health; iii) promote country ownership and alignment with regard to gender issues; and iv) exercise strong leadership and demonstrate political will (GAVI, 2012).

**KIT The Royal Tropical Institute** | The Canadian International Food Security Research Fund (CIFSRF) has been guided by two different strategies: CIFSRF (2012-2014) and the AFS strategy (2015 to present). The CIFSRF strategy, established three years after the start of the program, focused on gender integration in research with the aim of improving programming and delivery of gender outcomes. With its focus on capacity strengthening of project staff, co-learning and sharing as well as generating and disseminating evidence of gender outcomes, it primarily focused on four activities: gender audits, capacity building workshops, peer learning and research products. (KIT the Royal Tropical Institute, 2018).

Aquatic Agricultural Systems' (AAS) gender work was guided by a GS, established in 2012. Its main activities included: i) a diagnosis and design - gender and social analysis, community visioning, GTAs workshop and program design; ii) implementation - identify partners, develop and implement detailed RinD designs; iii) communication and engagement as well as ongoing capacity development. The latter was underpinned by an organizational culture approach comprised of three dimensions of transformative learning, socio-technical regimes and governance (macro-level trends and contextual drivers, social structures) and organizational culture and learning. It envisioned three nested pathways of transformation in terms of individual, organizational and system or social structure (KIT the Royal Tropical Institute 2018).

**STAR-Ghana** | The strategy seeks to define an approach that ensures that equal opportunities for women, girls, men and boys, and a ‘level playing field’ for all social groups, are core values and practices within STAR-Ghana. The aim is to imprint GESI into the institution’s DNA, and into its role as a convenor, coordinator and catalyst of civil society (STAR-Ghana, 2018).
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<thead>
<tr>
<th>Thematic areas</th>
<th>Most successful aspects</th>
<th>Least successful aspects</th>
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</table>
| Institutional approach and policy framework | **POLICY FORMULATION**  
- Addressed key gender-focused challenges (IFAD, 2017).  
- Aligned policy to broader strategic and development imperatives (GAVI, 2012). | **POLICY FORMULATION**  
- Lack of/limited conceptual clarity on key definitions (GEF, 2017).  
- Lack of/limited attention paid to staff responsibilities and capacity (IFAD 2017 & GEF 2017).  
- Lack of/limited inclusion of gender focus areas in policy formulation, despite instituted linkages in this regard (IDB, 2013).  
- Lack of/limited integration of gender focus areas into broader key policy priority areas (EU, 2017 & 2015). |
| IMPLEMENTATION |  
- Successful implementation of key aspects of gender-focused policies (IDB, 2013).  
- Provided opportunities for staff familiarisation with policies and strategic documentation (IDB, 2013).  
- Tangible links have been instituted that align gender focus areas to policy formulation (IDB, 2013).  
- High-level management buy-in to the importance of addressing gender focus areas in strategy and operations (EU, 2017 & 2015).  
- Meaningful attention paid to regional infrastructure (participation in regional platforms and partnerships) yields positive results (UN Women, 2017).  
- Implementation, meaningful strategic partnerships extend reach and influence (UN Women, 2017).  
- Evidence of increased prominence of gender focus areas in operations (GEF, 2017).  
- Evidence of significant mainstreaming of gender focus areas in operations (EU, 2017 & 2015). | **IMPLEMENTATION**  
- Lack of/limited meaningful implementation of policy focus areas on GM (EBRD, 2015).  
- Lack of/limited actionable guidelines to inform meaningful implementation of policies (IDB, 2013; GEF, 2017; EU, 2017 & 2105).  
- Lack of/limited actionable guidelines to inform data collection, analysis and reporting (GEF, 2017; EU, 2017 & 2105). |
| Organisational practice |  
- Strategic mechanisms (e.g. working groups) contribute towards increasing awareness and buy-in by high-level management (IDB, 2013).  
- Action plans have aligned results frameworks (IDB, 2108).  
- Embedding of gender-focused principles in institutional culture and operations (EU, 2017).  
- Collaboration and partnerships with civil society and other donors render evidence of systemic change in gender focus areas (EU, 2017).  
- Joint programming, and openness to innovation contribute to effective outcomes (UN Women, 2017). |  
- Lack of/limited/insufficient buy-in from high-level management with regard to the importance of addressing gender focus areas in strategy and operations (IDB, 2013).  
- Lack of/limited/insufficient consistency with regard to gender measurement indicators (IDB, 2013).  
- Lack of/limited/insufficient programme planning with regard to linking attribution and contribution of results to intended programme outcomes (IDB, 2013).  
- Lack of/limited/insufficient reporting of evidence (EU 2015)  
- Lack of/limited/insufficient cohesion between policy, action and dialogue to maximise outcomes (EU, 2015). |
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<td></td>
<td>A two-tier grant system made up of strategic partners and smaller grant partners at the district or local level (STARGhana, 2018)</td>
<td>Lack of/limited/insufficient focus on measuring quality and impact of interventions, with a focus on mainly quantitative assessments of programmes (EU, 2017).</td>
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<td>Lack of/limited/insufficient intentional strategic and operational configurations and mandates to effect change - successes can be attributed to motivated individuals (Belgian Dev Agency, 2014).</td>
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<td>Lack of/limited/insufficient multi-year funding (UN Women, 2017).</td>
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<td>Lack of/limited/insufficient scaling up of high-impact innovative approaches (UN Women, 2017).</td>
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<td>Lack of/limited/insufficient integrated results-based management systems (UN Women, 2017).</td>
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<td>Lack of/limited/insufficient engagement by staff in virtual/distance gender audits and related support activities (KIT Royal Tropical Institute, 2018).</td>
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<td>Lack of/limited/insufficient inclusion of lessons from previous projects into current programming (STAR Ghana, 2018).</td>
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<td>Lack of/limited/insufficient actionable guidelines to inform grant making within gender focus areas (STAR Ghana, 2018).</td>
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<td>Lack of/limited/insufficient engagement between STAR Ghana and smaller grant partners within the two-tier grant system (STAR Ghana, 2018).</td>
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<td>Gender at an operational level</td>
<td>Increase in gender-related results indicators (IDB, 2013).</td>
<td>Lack of/limited/insufficient reference to wider human rights, gender-equality norms and gender-related mandates issued by other conventions (GEF, 2017).</td>
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<td>Growing portfolio of interventions that mainstream gender and diversity (IDB, 2018).</td>
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<td>Increased interest amongst borrowing countries to work with the IDB in addressing gender-related challenges (IDB, 2018).</td>
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<td>Improved capacity of Bank sector divisions and their recognition of the relevance of integrating gender (IDB, 2018).</td>
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<td>Dramatic reduction of gender-blind projects (GEF, 2017).</td>
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<td>The Gender Equality Action Plan is a relevant and effective framework for implementing the policy on GM – &quot;a strong action plan facilitates strategic priority setting and can drive GEF’s institutional agenda on gender mainstreaming&quot; (GEF, 2017).</td>
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<td>The GEF Gender Partnership is slowly developing into a relevant and effective platform for building a wider constituency on gender and the environment (GEF, 2017).</td>
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<td>Specific gender expertise was intentionally brought in to the program, &quot;the hiring of a gender specialist was cited by informants, along with the AFS gender strategy, as one of the most critical initiatives in furthering gender integration in the program&quot; (KIT the Royal Tropical Institute, 2018).</td>
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## Most and Least Successful Aspects of GM per thematic area

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<tr>
<th>Agency</th>
<th>Evaluation report, Year</th>
<th>More successful aspects of policies, strategies and actions</th>
<th>Successful aspects – summarised</th>
<th>Less successful aspects of policies, strategies and actions</th>
<th>Less successful aspects – summarised</th>
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<tr>
<td>EBRD</td>
<td>2015</td>
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<td>The importance of an operational plan for turning good intentions into reality cannot be overestimated as was recently stressed in a 2014 report for the African Development Bank. This concludes that there remains an important gap between IFI policy commitment on gender and implementation, with no instance of GM taking place in line with United Nations Economic and Social Council definition.</td>
<td>Lack of/limited meaningful implementation of policy focus areas on GM.</td>
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<tr>
<td>IADB</td>
<td>2013</td>
<td>Country gender policy and sector notes have been prepared for a number of countries as inputs to the Country Strategy formulation process. Over 20 learning events have been provided to help familiarize Bank staff with the Gender Policy.</td>
<td>Implementation: opportunities for staff familiarisation with policies and strategic documentation. Implementation: tangible links have been instituted that align gender focus areas to policy formulation.</td>
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<td>IFAD</td>
<td>2017</td>
<td>Implementation of the GAP has made a good start, with somewhat stronger progress on the proactive than the preventive side. Guidance by IFAD’s Gender Plan of Action and the IFAD Policy on GE and WE were important in ensuring that interventions were relevant and</td>
<td>Policy formulation: addressed key challenges.</td>
<td>The objective of balancing workloads was insufficiently addressed.</td>
<td>Implementation: lack of/limited attention paid to staff responsibilities and capacity.</td>
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<td>GEF</td>
<td>2017</td>
<td>Policy on GM has increased attention to, and performance of, gender in GEF operations</td>
<td>Implementation: evidence of increased prominence of gender focus areas in operations</td>
<td>GM framework and certain provisions and implementation remain unclear. The objective of the policy is “attaining the goal of GE, the equal treatment of women and men, including the equal access to resource and services through its operations.” The policy leaves too much room for interpretation on gender analysis and on the responsibilities of the GEF Agencies vis-à-vis the GEF Secretariat regarding its implementation. Including gender-disaggregated and gender-specific indicators in project results frameworks is highly variable across GEF projects, as is the collection and use of gender-related data to measure GE-related progress and results during monitoring, in mid-term reviews, and in terminal evaluations.</td>
<td>Lack of/limited actionable guidelines to inform meaningful implementation of policies. Lack of/limited conceptual clarity on key definitions. Lack of/limited actionable guidelines to inform data collection, analysis and reporting. Implementation: lack of limited attention paid to staff responsibilities and capacity.</td>
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<tr>
<td>EU</td>
<td>2017 &amp; 2015</td>
<td>• First insights into the application of GAP II show that the EU has fundamentally mainstreamed the notion and significance of GE and WE in partner countries in its discourse and external relations and cooperation programmes. It has taken on board a number of lessons identified from its experience of the preceding GAP 2010-2015 (GAP I).&lt;br&gt;• Progress on supporting GE in EU external action demonstrates that there is an understanding at EU decision-making level that empowering girls and women across the globe is not an option in our times, but a duty and a responsibility to future generations. In turn, gender parity in partner countries has become synonymous with increasing productivity and economic growth, respect and protection of human rights, sustainability and resilience of a society.</td>
<td>Implementation: evidence of significant mainstreaming of gender focus areas in operations.&lt;br&gt;Policy formulation: incorporating lessons learnt into future strategies&lt;br&gt;Implementation: high-level management buy-in with regard to the importance of addressing gender focus areas in strategy and operations.</td>
<td>• Some weaknesses persist, especially in terms of focusing on specific facets of EU external action – the framework tends to concentrate on development aspects per se and not enough on the EU’s potential in fragile and conflict countries and the use of trade as political leverage to promote human rights.&lt;br&gt;• As a roadmap for translating the EU’s global GEWE commitments into action and results, the GAP is not fit for purpose. The GAP does not conform to results-based management principles. It sits alongside “business as usual” for EC Services, the EEAS and MS, where other policy priorities often crowd out GEWE such that it generally receives inadequate or cursory attention. This presents the irony that the EU’s plan for GM has not been mainstreamed into development cooperation policy or practice.</td>
<td>Lack of/limited actionable guidelines to inform meaningful implementation of policies.&lt;br&gt;Lack of/limited actionable guidelines to inform data collection, analysis and reporting.&lt;br&gt;Lack of/limited integration of gender focus areas into broader key policy priority areas.</td>
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<td>UN Women</td>
<td>2017 (Reg architecture)</td>
<td>• On a regional level, UN Women’s normative work in regional platforms, such as... the African Union as well as sub-regional mechanisms... has enabled Member States to develop and enact policies and programmes that support GEWE in their countries. In addition, UN Women’s normative work at the regional level is often channelled through a close partnership with the UN Regional Commissions: in support of the Commission on the Status of Women’s regional preparatory meetings with</td>
<td>Implementation: meaningful attention paid to regional infrastructure (participation in regional platforms and partnerships) yields positive results.&lt;br&gt;Implementation: meaningful strategic</td>
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<td>government and CSOs, as well as initiatives to ensure that GE is an integral part of other intergovernmental platforms related to the Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development.</td>
<td>partnerships extend reach and influence.</td>
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<td>• Overall, the regional architecture has significantly increased UN Women status, visibility and relevance, making it a stronger partner in working with governments, UN agencies, donors and CSO.</td>
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<td>• UN Women has made significant progress in implementing its triple mandate as a whole, with significant contributions at global, regional and country levels for COs and MCOs.</td>
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<td>• On a regional level, UN Women’s normative work in regional platforms, such as the Association of Southeast Asian Nations, has enabled member states to enact policies and programmes that support GE and WE in their countries.</td>
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<td>2017 (Strat partnerships)</td>
<td>UN Women strategic partnerships have contributed significantly to advancing GE and empowerment of women (GEEW) in the framework of the UN Women Strategic Plan. At their most effective, strategic partnerships have extended the reach, credibility, and influence of UN Women and its partners.</td>
<td>Implementation: meaningful strategic partnerships extend reach and influence.</td>
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<td>GAVI</td>
<td>2012</td>
<td>The Gender Policy was found to be consistent with the GAVI Alliance’s overall strategy and in line with the Millennium Development Goals, to be largely supportive of the Paris</td>
<td>Policy formulation: aligned to broader strategic and</td>
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<td>Principles (with the exception of its alignment with national systems), and to be in line with the priorities of major donors.</td>
<td>development imperatives</td>
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<td>2. Organisational practice</td>
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<td>However, the Independent Advisory Group found that the Bank had made good progress on implementing the safeguards aspects of the Environment and Safeguards Compliance policy. Interviews suggest that the Sustainability Working Group has helped raise Management's overall awareness of sustainability issues and brought to the fore the cross-cutting nature of social and environmental sustainability.</td>
<td>Successful implementation of key aspects of gender-focused policies (IADB, 2013) Strategic mechanisms (e.g. working groups) contribute towards Increasing awareness and buy-in by high-level management (IADB, 2013)</td>
<td>Lack of/limited/insufficient buy-in from high-level management with regard to the importance of addressing gender focus areas in strategy and operations. (IADB, 2013)</td>
<td>Lack of/limited/insufficient consistency with regard to gender measurement indicators. (IADB, 2013) Lack of/limited/insufficient programme planning with regard to linking attribution and contribution of results to intended programme outcomes. (IADB, 2013)</td>
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<td>IADB</td>
<td>2013</td>
<td>Three GAPs with results frameworks focused on measuring the Bank’s effort. Each successive GAP has reflected a more focused approach at the sector level.</td>
<td>Action plans have aligned results frameworks (IADB, 2018)</td>
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<td>IADB</td>
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<td>EU</td>
<td>2015</td>
<td>More successful aspects of policies, strategies and actions</td>
<td>• Some important and inspirational GEWE results have been achieved, but they are patchy and poorly documented. With a few exceptions, EU Delegations (EUDs) do not adopt an integrated three-pronged approach that effectively combines GM, gender-specific actions with political and policy dialogue to maximise outcomes. Nor do they consider how various instruments and modalities can be used to support GEWE outcomes. • Despite successes at the international level, work on ‘women, peace and security’, including GBV, is not well reflected in country cooperation.</td>
<td>Lack of/limited/insufficient reporting of evidence (EU 2015) Lack of/limited/insufficient cohesion between policy, action and dialogue to maximise outcomes. (EU, 2015)</td>
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<td>EU</td>
<td>2017</td>
<td>Important GAP II successes so far include a better understanding of the underpinnings of GE, including the role of men in ensuring GE and promoting WE. One of the most important achievements has been making progress on GAP II focus on shifting EU institutional culture at headquarter (HQ) and delegation levels, therefore pushing for a true systemic change in EU institutions on GE issues. In addition, much effort has been made in reaching out to civil society actors, working better with other international donors present on the ground, and consulting with stakeholders. This has in turn translated into stronger investments in human capital and financial assistance for gender parity; an improvement of and systematic monitoring of relevant activities; and the use of clear guidelines for programme implementation. In that respect, the first annual European Commission/EEAS monitoring report provided a clear template for identifying how well their services have responded to the GE</td>
<td>Embedding of gender-focused principles in institutional culture and operations (EU, 2017) Strengthened collaboration and partnerships with civil society and other donors render evidence of systemic change in gender focus areas. (EU, 2017)</td>
<td>In addition, GAP II monitoring over-concentrates on quantitative assessments of programmes and activities rather than centring on the quality of delivery and potential (short-term, medium-term and long-term) impact on recipient countries.</td>
<td>Lack of/limited/insufficient focus on measuring quality and impact of interventions (with a focus on mainly quantitative assessments of programmes) (EU, 2017)</td>
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<td>Belgian Dev Agency</td>
<td>2014</td>
<td>Achievements were made at many places and in various ways to integrate gender and work for greater GE; however, the results obtained are mostly due to temporary and random configurations that occurred mainly at the initiative of motivated individuals. Only a limited number of the organisations involved in Belgian cooperation succeeded in integrating gender in a structural and continuous way, such that a meaningful contribution was made to greater GE. Overall, however, we can only conclude that the extent and intensity of the efforts made, and the results achieved, are not in proportion to the magnitude of the specific problems experienced by women in the South.</td>
<td>Lack of/limited/insufficient intentional strategic and operational configurations and mandates to effect change - successes can be attributed to motivated individuals (Belgian Dev Agency, 2014)</td>
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<td>UN Women</td>
<td>2017 (Synthesis)</td>
<td>Evaluations found solid positive performance in efficiency of implementation, management arrangements and financial planning. UN Women evaluations found that interventions at all levels have been effective, with most achieving the expected results (across all of the thematic areas) despite limited resources. Strategic partnerships, UN joint programming and openness to innovation have contributed to some of the most effective interventions.</td>
<td>Joint programming, and openness to innovation contribute to effective outcomes. (UN Women, 2017)</td>
<td>Nonetheless, securing multi-year funding, scaling up high impact innovative approaches and strengthening results-based management (RBM) systems that go beyond capturing immediate outputs to tracking outcomes needs to be further expanded and improved. However, integration of monitoring, financial and reporting systems could be improved to fully support real-time programme management and effective partnership governance.</td>
<td>Lack of/limited/insufficient multi-year funding (UN Women, 2017)</td>
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<td>GAVI</td>
<td>2012</td>
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<td>• The Gender Policy underperformed on criteria that compared the Policy framework against benchmarked organisations. Key differences across the comparators related to the scope of the Policy. At an operational level, GAVI was the only organisation whose policy focused predominantly on results at the Secretariat and Board level, while the other organisations prioritised results at country and project level.</td>
<td>Lack of/limited/insufficient policy focus on results at country and project level (GAVI, 2012).</td>
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<td>• The evaluation found that the Policy’s commitment to encourage routine, systematic reporting of sex-disaggregated data was the source of differing and contradictory viewpoints.</td>
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<td>One capacity strengthening initiative that was less successful were the different approaches to support project teams from a distance. Gender audits were virtually undertaken in 2012. Gender peer-learning support groups were established following the 2013 gender learning workshop in Johannesburg. And webinars were part of the gender support initiative in 2016 and 2017. Providing support from afar required engagement by project participants, which was less than expected.</td>
<td>Lack of/limited/insufficient engagement by staff in virtual/distance gender audits and related support activities. (KIT Royal Tropical Institute, 2018)</td>
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<td>KIT the Royal Tropical Institute</td>
<td>2018</td>
<td>STAR Ghana has addressed a bias towards larger and more established CSOs by putting in place a two-tier grant system made up of strategic partners and smaller grant partners at the district or local level.</td>
<td>A two-tier grant system made up of strategic partners and smaller grant partners at the district or local level (STARGhana, 2018)</td>
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<td>STAR-Ghana</td>
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<td>• STAR Ghana has put considerable effort into mainstreaming GESI within the grants call, but more needs to be done. The programme has not yet built on lessons from Phase 1 around what did and did not work to mainstream GESI within the grants. In addition, the GESI scan found that while the grants manual – a core guiding document for grant making and approved standards and procedures</td>
<td>Lack of/limited/insufficient inclusion of lessons from previous projects into current programming (STAR Ghana, 2018)</td>
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<td>Lack of/limited/insufficient</td>
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<td>– references GESI and includes GESI related targets, it does not provide substantive direction or guidance on grant making with a GESI lens and informed by GESI analysis.</td>
<td>actionable guidelines to inform grant making within gender focus areas (STAR Ghana, 2018)</td>
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<td>• There are some challenges with a two-tier grant system made up of strategic partners and smaller grant partners at the district or local level. For example, STAR-Ghana has not been able to generate the same level of quality in their engagement with smaller grant partners as they have with the larger CSOs. Strategic grant partners receive more money and benefit from longer grant periods, ongoing support from accompaniers, and a bigger investment from the project management team in programme quality. Without mainstreaming protocols in place, the programme can miss opportunities to effectively integrate GESI.</td>
<td>Lack of/limited/insufficient engagement between STAR Ghana and smaller grant partners within the two-tier grant system (STAR Ghana, 2018)</td>
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<td>Increase in gender-related results indicators (IADB, 2013)</td>
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<td>3. Gender at an operational level</td>
<td>IADB</td>
<td>2013</td>
<td>The Gender and Diversity Division reports that 19% percent of lending operations approved between January and September 2012 (15 projects) include a gender-related results indicator in their results matrix, up from 9% in 2011.</td>
<td>Increase in gender-related results indicators (IADB, 2013)</td>
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<td>IADB</td>
<td>2018</td>
<td>• The efforts to strengthen the Bank’s response to the region’s goals and commitments to promote gender and diversity are represented in a growing portfolio of interventions that mainstream gender and diversity, especially loans in gender and TCs in diversity.</td>
<td>Growing portfolio of interventions that mainstream gender and diversity (IADB, 2018)</td>
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<td>• Although the volume of direct investments was small and relatively</td>
<td>Increased interest amongst borrowing countries to work with the IDB in addressing</td>
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<td>GEF</td>
<td>2017</td>
<td>even over the evaluation period, the growing volume of loans that have mainstreamed gender suggests a relatively higher appetite among borrowing countries to work with the IDB in addressing gender challenges, as well as the Bank’s increased capacity in this area. • Individual lending operations that mainstreamed gender have increased not only in number, but also in the degree to which they integrated gender. This trend reflects the improved capacity of Bank sector divisions and their recognition of the relevance of integrating gender.</td>
<td>gender-related challenges. (IADB, 2018) Improved capacity of Bank sector divisions and their recognition of the relevance of integrating gender (IADB, 2018)</td>
<td>Dramatic reduction of gender-blind projects (GEF, 2107) The Gender Equality Action Plan is a relevant and effective framework for implementing the Policy on Gender Mainstreaming – “a strong action plan facilitates strategic priority setting and can drive GEF’s institutional agenda on gender mainstreaming”. (GEF, 2107)</td>
<td>The policy is not informed by or situated in wider human rights and gender-equality norms governing international development frameworks, nor does it reference gender-related mandates or decisions issued by the conventions. Lack of/limited/insufficient reference to wider human rights, gender-equality norms and gender-related mandates issued by other conventions (GEF, 2017)</td>
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<tr>
<td>KIT the Royal Tropical Institute</td>
<td>2018</td>
<td>The program also succeeded with intentionally bringing in specific gender expertise to the program. Again, such a decision, while common sense, is not always obvious nor successfully executed. The hiring of a gender specialist was cited by informants, along with the AFS Gender Strategy, as one of the most critical initiatives in furthering gender integration in the program. The above-mentioned SPO brought in-depth knowledge</td>
<td>Specific gender expertise were intentionally brought in to the program, “the hiring of a gender specialist was cited by informants, along with the AFS Gender Strategy, as one of the most</td>
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Agency Evaluation report, Year

More successful aspects of policies, strategies and actions

Successful aspects – summarised

Less successful aspects of policies, strategies and actions

Less successful aspects – summarised

of and experience with integrating gender in AFS research. This built on and deepened already existing practice but in more systematic, informed and practical ways.

critical initiatives in furthering gender integration in the program. (KIT the Royal Tropical Institute, 2018)

Key lessons/good practices for GM

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<td>The synthesis has reviewed the gendered poverty impacts of common practices used by IFAD and others in the context of rural and agricultural development. There are a number of practices, such as rural finance, land and legal rights, markets and value chains, and off-farm employment, that can potentially make a significant contribution to addressing female poverty; IFAD is encouraged to review relevant good practices. Addressing issues of multiple exclusion and monitoring and reporting equal benefits for different groups of women is an area that requires more attention. The report summarizes 14 key lessons from this synthesis:</td>
<td>IFAD, 2017</td>
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<td>1. Project Design – empowering and GTAs must be integrated into project design. These types of interventions are more effective for GEWE than general and inclusive approaches to rural poverty reduction. Also, to use gender diagnostics during the design phase of projects.</td>
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<td>2. Having multiple and complementary activities that promote GE and WE will more likely result in changes in gender roles and relations.</td>
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<td>3. Measures that are aimed at reducing women’s workloads must be part of the project design as heavy workloads prevent women from participating.</td>
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<td>4. Support to women’s organizations, e.g. for credit, marketing and community planning is conducive to GEWE because it can provide platforms for mutual support and interest, in particular in conservative contexts.</td>
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<td>5. Working with men is critical as they are often the gatekeepers of customary practices that limit women’s access to resources or public spaces.</td>
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<td>6. Contextual analysis – in-depth socio-economic analysis of the context is needed for effective strategies to address the root causes of gender inequality and women’s powerlessness and to be able to challenge gender roles and power relations.</td>
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<td>7. Cultural sensitivity is required for discussing and promoting GE and WE with local men and traditional leaders, in particular in challenging contexts.</td>
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<td>8. Effective project implementation is a necessary condition for having successful gender interventions. Resources for gender-related activities need to be adequately budgeted and used.</td>
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<td>9. Highly participatory approaches are important for gender-inclusive outcomes, if combined with specific strategies to target women.</td>
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<td>10. Measures to protect women from violence may enable them to claim public spaces, such as markets. In some cases such interventions were among the enabling factors transforming women’s lives.</td>
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<td>11. Promoting unconventional and new roles for women helps shifting mindsets and commonly held beliefs. For example, supporting IGAs outside the traditional division of labour or training women as extensionists, community or trainers helps create new role models and challenges stereotypes.</td>
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<td>12. Women’s constraints exist at broader policy and macro-economic levels as well as at the project level; while this limits transformative potential at project level, there are opportunities to work alongside policy changes and with organizations at national level to leverage the intended change at project level.</td>
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### Key lessons/ Good Practice for GM

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<td>ADB 2017</td>
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#### 13. Policy engagement must be part of a transformative approach, to ensure that positive changes on the ground are sustainable and are brought to the attention of decision-makers for scaling up.

#### 14. What “gender transformative change” means depends on the context. Different benchmarks are needed for different contexts, but good contextual analysis is a general prerequisite.

#### 15. ADB demonstrated that various financing modalities can be used for gender work. Sector development programs, which combine projects and policy-based loans (PBLs), are effective modalities to ensure that gender benefits of project components are complemented by policy and institutional systems that encompass a gender perspective. PBLs are being used to develop gender-mainstreaming measures and gender-responsive budgeting processes at various levels of government.

#### 16. Technical Assistance projects played catalytic roles in delivering gender results, these projects played a vital role in the design and implementation of gender mainstreamed projects and their GAPs. Reliable financing for Technical Assistance projects and grants, and expanded partnerships greatly influenced the delivery of ADB’s GAD agenda.

#### 17. More commitment from government partners

#### 18. Sufficient staffing, skills, and resources are needed for ADB to improve the delivery of this agenda

#### 19. Taking a cross-cutting approach to gender and GM in fact places these at the margins, and detaches them from their ultimate goal of GE and justice.

#### 20. Opportunities are regularly missed to link practical needs to a broader strategic agenda that also includes attention for (and achieves results related to) transforming gender relationships. Economic projects appear to possess the greatest potential for changing gender relations. Women who succeed in increasing their production and/ or income, often operate via these activities outside the framework in which they – intentionally or unintentionally – previously were living. Their economic integration initiates an interplay of enhanced self-confidence and self-esteem, a strengthening of their position in the household and society, and increased power of initiative that frequently develops talents that had long been underused. Insufficient attention to gender in this type of projects also presents extra challenges (such as an increase in the workload of women).

#### 21. Partnerships were found by several evaluations to be the key determinant of levels of engagement with youth, especially when working with young men as partners for change. The structural engagement of youth for supporting behaviour change was found to be reliant on a combination of innovation in UN Women programming with reach, operational capacity and sustainability of partners. The overall effectiveness of these partnerships improved when there was sufficient time allocated to inception phases – an important opportunity for partners to get to know one another and learn how to work jointly in practice.

#### 22. Results-based loans are fairly new and their effectiveness in generating gender benefits has yet to be demonstrated.
Recommendations with regard to GM

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<th>Recommendations</th>
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<td><strong>Policy Level</strong></td>
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<td>Clarify the type of gender results to be supported in the next Strategy (2030) and more detailed gender disaggregated results reported more systematically.</td>
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**Operations Management**

- **Country level:**
  - Country Gender Assessments (CGAs) must be regularly updated and gender ‘knowledge products’ to be developed with input from all partners to ensure these efforts show in the findings in strategies, results frameworks and related documents. ADB should provide core funding for regular updates of these knowledge products.
  - Increase the number of GEN projects in the ADB portfolio.

- **Project level:**
  - Design projects that use gender diagnostics, build on lessons learned across regions and rigorously monitor results – the following are examples of these:
    - Strong gender diagnostics in projects to tailor GAP indicators and activities to conditions on the ground;
    - Better integration of gender measures in infrastructure projects, notwithstanding ADB’s progress in this area, to maximize the impact of its GAD support;
    - Scaling up ADB’s support for skills development targeting women and addressing institutional constraints on women’s labor force participation;
    - Increasing ADB’s support to improve women’s voice and decision-making, and reduce their vulnerability to risks and shocks through Technical Assistance projects and possibly through PBLs or sector development programs;
    - Supporting capacity building in implementing and executing agencies in gender, especially at the subnational level; and
    - Forging stronger partnerships with other funding agencies to support and deliver ADB’s GAD agenda, and ensuring reliable funding for Technical Assistance projects and continuing to seek funding for the Gender and Development Cooperation Fund.

- **Organisational Level**
  - The technical capacity of ADB staff must be strengthened in order to support the integration of gender work into projects.
  - Increase the evidence base on the effectiveness of support for gender and diversity, particularly at the operational level, by ensuring there are adequate incentives for team leaders to monitor implementation and evaluate results.

**IADB 2018**

Continue to deepen the dialogue with borrowing countries in these priority areas, drawing on the knowledge accumulated in the Bank and other development institutions.

**IADB 2018**

**Safety&rs;hields**

- Ensure that the environmental and social assessment process is consistently completed, as required by the policies, before projects are submitted for Board approval. This includes the completion of applicable safeguards instruments—the ESIA, ESMP, environmental analysis, and resettlement plan, along with the appropriate disclosure and consultation process—in line with specified quality standards. Special attention should also be paid to integrating gender aspects into ESMPs where applicable.

- Strengthen safeguards supervision. Notwithstanding the important progress that has been made in systematizing the safeguards supervision of high-risk projects, the safeguards performance of only a small share of high- and medium-risk projects has been systematically followed up through field visits. Safeguards performance is not captured in PMRs and Project Completion Reports. Integration of a safeguards performance rating into these documents, and inclusion of medium-risk projects in the safeguards monitoring system, would be important steps to help strengthen safeguards implementation.

- Increase attention to the social aspects of sustainability. On the mainstreaming side, the Bank has focused its efforts on promoting intersectoral dialogue at the Management level and coordinating targeted new approaches to enhance the environmental benefits of projects. Contrary to the requirements of the
Recommendations

Cancun Declaration, new social safeguards policies have not been adopted, except the Gender Policy. As other MDBs progress with the revision of their safeguards, IDB may wish to consider the merits of an integrated social safeguards policy akin to the ESC policy.

- **Broaden the focus of country sector notes to reduce fragmentation of mainstreaming efforts.** At the Country Strategy level, efforts to integrate sustainability have remained fragmented, promoted by separate sector and technical units, each from its own perspective and interest. One way to promote a more coordinated and cross-cutting approach would be to upgrade the country sector notes to cross-cutting technical notes focusing on key country-specific sustainability issues.

- **Enhance implementation of the Gender Policy and Action Plan.** Implementation of the Gender Policy and the GAP is off to a good start. However, to ensure that gender considerations are effectively integrated into country programs and individual operations as appropriate, operational teams need more guidance on both the proactive and preventive sides. This means completing the Gender Policy implementation guidelines, developing further sector-specific toolkits, and providing staff training. It also requires a commitment from managers and operational teams to embrace the policy in lending operations. The quality of the gender-related indicators in project results matrices should be closely monitored to ensure that they are effectively linked to project diagnostics and interventions that affect gender issues.

- **Revisit the allocation of resources for environmental and social safeguards work.** Given the increase in high-risk projects and the share of such projects in C and D countries, more resources are likely to be needed to ensure adequate up-front due diligence and supervision of safeguards implementation. Implementing the preventive aspects of the new Gender Policy will also require adequate resources. A careful review of the human and financial resources allocated to implement the safeguards policies is warranted.

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<th>Recommendation 1. Conceptualize and integrate the gender-transformative approach for use throughout the organization for IFAD10.</th>
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<td>IFAD has set itself ambitious targets on gender-transformative interventions under IFAD10. It is therefore important to develop a shared understanding of the concept throughout the organization if gender-transformative practices are to be promoted and monitored in a consistent manner. The shared understanding of the concept will also underpin the highly satisfactory transformative ratings at project design and closure that will feed into reporting under IFAD10. Harmonization of ratings approaches should also involve IOE.</td>
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| Recommendation 2. Develop explicit TOC to underpin targeting strategies for different groups of women, together with indicators to monitor them at the point of design, and offer tailored interventions based on available good practices. | |
| TOC are critical to linking design, implementation and monitoring of gendered targeting strategies. Specific targeting strategies are required to address the needs of different groups of women, that are more likely to be left behind, such as very poor women, landless women, single women, female-headed households, indigenous women and young women, together with good contextual analysis. Relying on a participatory approach will not be sufficient, rather explicit strategies have to be integrated into design and followed through during implementation, based on good gender analysis. The effectiveness of targeting will require further disaggregation of beneficiary data for monitoring purposes. |

| Recommendation 3. Establish systematic M&E of disaggregated benefits and GEWE outcomes at corporate and project levels. | |
| The revision of the RIMS framework provides an opportunity to improve gender-disaggregated performance indicators at output and outcome level. While some key performance indicators should be set at corporate level (e.g. indigenous women, young women), the main effort will be to improve the granularity (and quality) of indicators and data at project level. At the same time, projects should improve the documentation of GEWE results, in particular GEWE outcomes and impacts, using appropriate methodologies for measuring gender-transformative changes within a given context, such as case studies and participatory and qualitative research to complement standard M&E data. |

| Recommendation 4. Report consistently on GEWE outcomes and impacts in GEWE evaluations and include sound contextual analysis to explain results (IOE). | |
| Evaluation methods should place more emphasis on capturing GEWE results beyond beneficiary numbers and outputs, and should allow space for sufficient analysis of the contextual factors that have shaped those results. The adoption of a theory of change approach in IOE evaluations provides |
Recommendations

opportunities to integrate gendered results and assumptions. Beyond this, good gender or social analysis in evaluation also means that the required expertise must be available in every evaluation team.

**Recommendation 5. Replicate good practices covering the three GEWE policy objectives and strengthen working with men.** The synthesis has identified a number of practices that are relevant for promoting GEWE objectives.

**Recommendation 1: The GEF Secretariat should consider revising its policy to better align with best practice standards.** Because the GEF acts as the financial mechanism for five major international environmental conventions and is a partnership of 18 agencies, this revision should include anchoring the policy in the conventions’ gender-related decisions and the GEF agencies’ best practice standards. In revising the policy, the GEF Secretariat should take into account that policies rooted in rights-based frameworks result in more effective GM. Given the GEF Gender Partnership’s effectiveness, the GEF Secretariat should consider the partnership as the vehicle for stakeholder engagement in updating its policy. Finally, the policy should provide greater guidance on gender analysis and on the responsibilities of the GEF Agencies vis-à-vis the GEF Secretariat.

**Recommendation 2: The GEF Secretariat with its partners should develop an action plan for implementing the gender policy during GEF-7.** An appropriate GAP should support the implementation of the potentially revised Policy on Gender Mainstreaming and should include continued focus on developing and finalizing comprehensive guidelines, tools, and methods. This should be done in collaboration with the GEF Gender Partnership, drawing on the knowledge and best practice standards of GEF Agencies, other climate funds, the secretariats of relevant conventions, and other partners. Upstream analytical work on the associated links between GE and project performance across GEF programmatic areas would support mainstreaming.

**Recommendation 3: To achieve the objectives of institutional strengthening and GM, the GEF Secretariat should ensure that adequate resources are made available.** During GEF-7, institutional capacity within the Secretariat and its staff on GM will need strengthening, and resources within the agencies that have strong institutional gender focus and expertise should be leveraged.

The recommendations below have been pitched intentionally at a strategic rather than operational level. As the conclusions clearly indicate, the EU’s weak delivery against its GEWE commitments is primarily an institutional rather than a technical problem. Without leadership commitment and the institutional incentives that should flow from that leadership, then improvements to technical guidance and the like will not in themselves transform the EU’s effectiveness on GEWE. The recommendations therefore focus more on what is required to bring GEWE into the mainstream of EU political dialogue and development cooperation, and through that to deliver enhanced GEWE results. Recommendations for senior leadership and management within EC Services and EEAS, in consultation with Member States.

**Recommendation 1. The EC Services and EEAS should revitalise their commitment to GEWE.** The new leadership team in place in the Directorate-General for International Cooperation and Development and the EEAS should reiterate the priority that the EU places on GE and WE, recognising also its centrality to the achievement of all EU development goals. This ambition should be located clearly in the EU Development and Cooperation Results Framework, against which the EU will report, review and manage its development efforts. Through the principle of Policy Coherence for Development, GEWE should also gain new prominence in other spheres of EU cooperation.

**Recommendation 2. The Commission and EEAS should lead the development of a successor to the GAP as required by the Council and engage more effectively with MS.** The GAP should not be a stand-alone strategy with its own goals and processes. Rather it should be the strategy for achieving EU GEWE ambitions as set out in the EU Development and Cooperation Results Framework. We understand that work on drafting the GAP successor is already under way, but we are concerned that MS are not adequately involved and that it may remain alongside rather than integral to the Results Framework. Without this integration the risk is that institutional incentives and accountabilities for GAP delivery will remain weak.
### Recommendations

**Recommendation 3.** The Commission and EEAS should clarify leadership and management arrangements at EUD level for achieving GEWE results and delivering against GAP commitments, including complementarity with MS. Overall leadership should rest with the Head of Delegation, with a clear schedule of delegation to the Head of Operations and Head of Political sections. These responsibilities should be incorporated into job descriptions (see R8 below). The Commission and EEAS should require each EUD to set out how it will harmonise with MS efforts to deliver the GAP successor and align with country priorities for GEWE, which should provide an impetus for more joint strategy and programming.

**Recommendation 4.** The Commission and EEAS should clarify reporting and accountability arrangements for achievement of GEWE results and delivery of the GAP successor.
- To the maximum extent possible, reporting should be through mainstream channels. As a starting point for change, EUDs should be required to include a summary of their performance on GEWE in annual EAMRs (with more detail presented in the annual GAP report) and all mid-term reviews and country-level evaluations should report GEWE results.
- Once progress is evident here, the gender focus of other reporting and accountability systems like ROM and the Quality Support Group (QSG) should be strengthened. A synthesis of progress and achievements will be required at headquarters level, facilitating scrutiny of EC Services and EEAS contributions to overall performance. This should be integrated into the reporting and accountability arrangements under the new EU Development and Cooperation Results Framework – which the European Council foresees as a key tool for promoting a common results-based approach across EU institutions and MS.
- Recommendations for EUDs and MS embassies

**Recommendation 5.** EUDs and MS embassies should prioritise and invest in high quality gender analysis as the basis for country-level strategy and programming. Where possible gender analysis should be conducted jointly by the EUD, MS and other stakeholders (e.g. development partners, government). Current strategies and gender-relevant programmes should be reviewed and their formulation amended to make them more gender responsive. The implications for the focus and form of political dialogue should also be made explicit. Where gender analysis does not exist or is inadequate, EUDs should ensure that analysis is undertaken or strengthened with minimum delay. Heads of Delegation should be required to report to the higher representative/vice president on the basis of EU country strategy and programming in gender analysis. This should also enable EUDs to support strengthened application of the gender marker for their existing portfolio of programmes and projects.

**Recommendation 6.** EUDs should prioritise investment in gender expertise, within the delegation team and through increased access to relevant technical assistance. In order to implement recommendation 5, the EUD will require quick access to gender expertise to support the commissioning, management, conduct and use of gender analysis. In the short term, this expertise may initially come through to the gender advisory services or technical assistance to the EC Services (for example through framework contracts). But the longer-term aim should be to build internal capacity to effectively commission, manage and use gender analysis. Heads of section should take the lead in their respective sectors, supported by the GFP.

**Recommendation 7.** DG DEVCO Unit B1 should make a concerted effort to strengthen use of the gender marker and gender-sensitive indicators. This should involve further training in application of the gender marker and use of gender-sensitive indicators, both as stand-alone training modules and through incorporation into other training courses. Critically, application of these two tools should be systematically quality assured and responsibility for overseeing their effective use should be led by Unit B1. Links to the QSG should also be strengthened to ensure consistent and joined up efforts to strengthen use of the two tools.

**Recommendation 8.** DG DEVCO Directorate R and EEAS MDR C should develop proposals for the mainstreaming of gender into their respective human resource management procedures. Job descriptions for all staff, including senior management themselves, should include GM as a specific objective.
Recommendations

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<td><strong>Recommendation 9.</strong> EC Services should mainstream gender into monitoring and evaluation procedures. The DG DEVCO Evaluation Unit should update its evaluation guidance with regard to gender-based on the UN Evaluation Group work on Integrating Human Rights and Gender Equality in Evaluation. Spain has already taken this step and can provide useful guidance and lessons to enable the EC to follow suit. The Evaluation Unit should require that gender is addressed appropriately in technical proposals and evaluation reports. The Evaluation Unit should collaborate with the Unit B1 define evaluation plans of gender-specific actions as the basis of evidence-based guidance on priorities for such actions in different contexts.</td>
<td>UN Women 2017 (15)</td>
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<td><strong>Reduction of country level programme management functions within regional programmes, directing this capacity to support the enabling environment for participating countries. In particular, strengthen the knowledge exchange function of regional offices, including with human capital for translation of knowledge resources into regional languages.</strong></td>
<td>UN Women 2017 (16)</td>
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<td>The delegation of authority has provided the flexibility to UN Women to adapt its approach and programming at the country level, and the regional architecture should include more flexibility in shaping the presence of UN Women in the field. There is significant variation between countries, and one size does not fit all. Also, UN Women has a finite number of resources that it needs to deploy for maximum coverage and impact toward GE and WE. UN Women Headquarters serves a dual role of promoting GE and WE in global platforms and supporting the field. The evaluation recommends developing a better orientation of Headquarters toward serving the field as its “back office.” Headquarters should conduct a full functional review of its divisions and prioritize its functions strategically to serve the field, matching its allocations of resources accordingly. Stakeholders should try to ensure that promises of budget are maintained to match coherence between mandate and institutional set up. However, if this is not taking place at the magnitude requested, UN Women should consider making some specific adjustments to different levels of the regional architecture with an aim to create more realistic expectations of what different office types can achieve. Active and robust learning communities will contribute to stronger programme design, increased creativity and greater success with fundraising. The regional architecture and the delegation of authority have enabled UN Women to get involved in substantive programmatic areas and reform activities in many countries, leading partnerships and creating greater involvement of women’s groups in policy platforms. To support this work on the front lines and to learn from the work in countries, UN Women needs to develop knowledge management systems and processes.</td>
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<td>The AFS program should: <strong>Recommendation 1. Actively design a collaborative research and intentional learning agenda to conceptualise, articulate and implement a gender transformative strategy.</strong> The existing AFS Gender Strategy recognizes that some CIFSRF projects could be moving towards GTAs, which is supported by the gender synthesis finding of achievement of select WE outcomes. The AFS Gender Strategy also acknowledges that an intentional effort is needed for the program, as a whole, and its constituent projects to be combining practical approaches with efforts to address underlying gender norms. This could serve as a basis for IDRC’s AFS program to more clearly conceptualise and articulate its gender transformative approach as well as establish its operational modalities. The timing, both in terms of the internal momentum of the program as well as the external policy context, seems to be ripe. <strong>Recommendation 2. Actively select partners to think along in the development of a CIFSRF gender transformative strategy.</strong> Partners clearly welcome interaction of and support from CIFSRF. In shifting the GS, it will be critical to engage partners. This will likely include a collective learning and reflection process.</td>
<td>KIT the Royal Tropical Institute 2018</td>
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<td>Recommendations</td>
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<td>combined with continued capacity strengthening, along the lines of a multi-faceted and continual-engagement approach used with the ALIne and SD Direct initiative.</td>
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<td><strong>Recommendation 3. Identify key and promising projects and partners that would comprise an initial portfolio of CIFSRF initiatives to act as pilot cases to develop the strategy.</strong> Financial and human resources would need to be dedicated to this as well as a medium term time frame to track learning and changes longitudinally. Clearly there are cost implications for investing in partner and IDRC capacity to co-create and co-learn. This would need to be justified with a Theory of Change that envisions wider social impact with a more systematic gender approach. As well, more effective use of virtual learning and communications will need to be developed.</td>
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<td><strong>Recommendation 4. Establish a robust measurement framework to measure outcomes and impacts at project levels and over and above individual projects.</strong> This could entail a common set of quantitative and qualitative indicators against which the program and projects minimally report and be used as a basis for project and program learning. For example, a (virtual) common platform could be established for sharing achievements against indicators including analysis of achievements and deviations. This rolling database could be used for annual reflection meetings and basis for additional research and publications. By making reporting integral to learning (along with mutually encouraging dynamics inherent with a community of practice) and accountability, quality of reporting can be enhanced.</td>
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