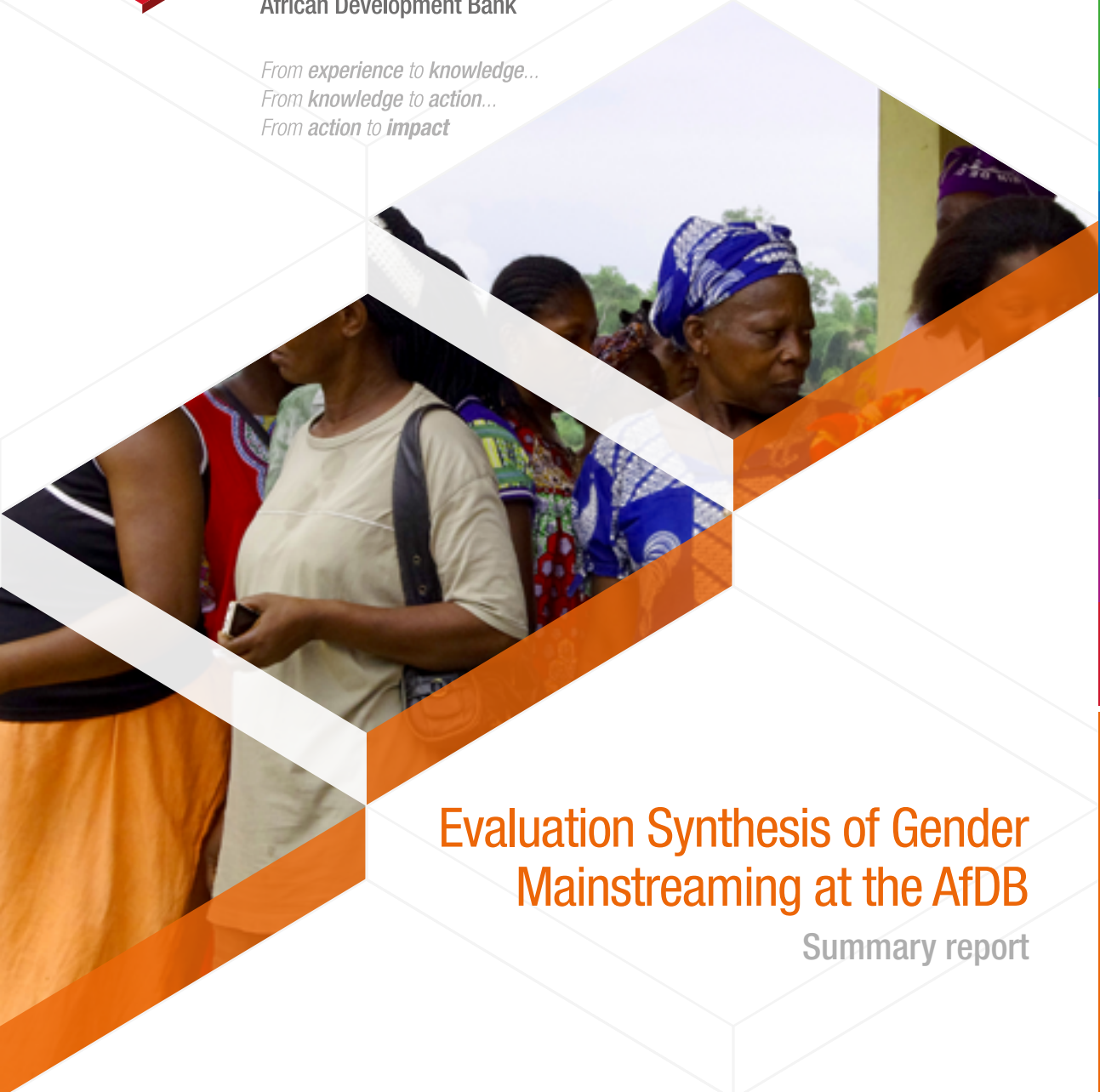


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Summary report

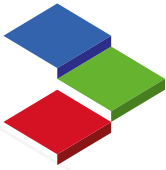


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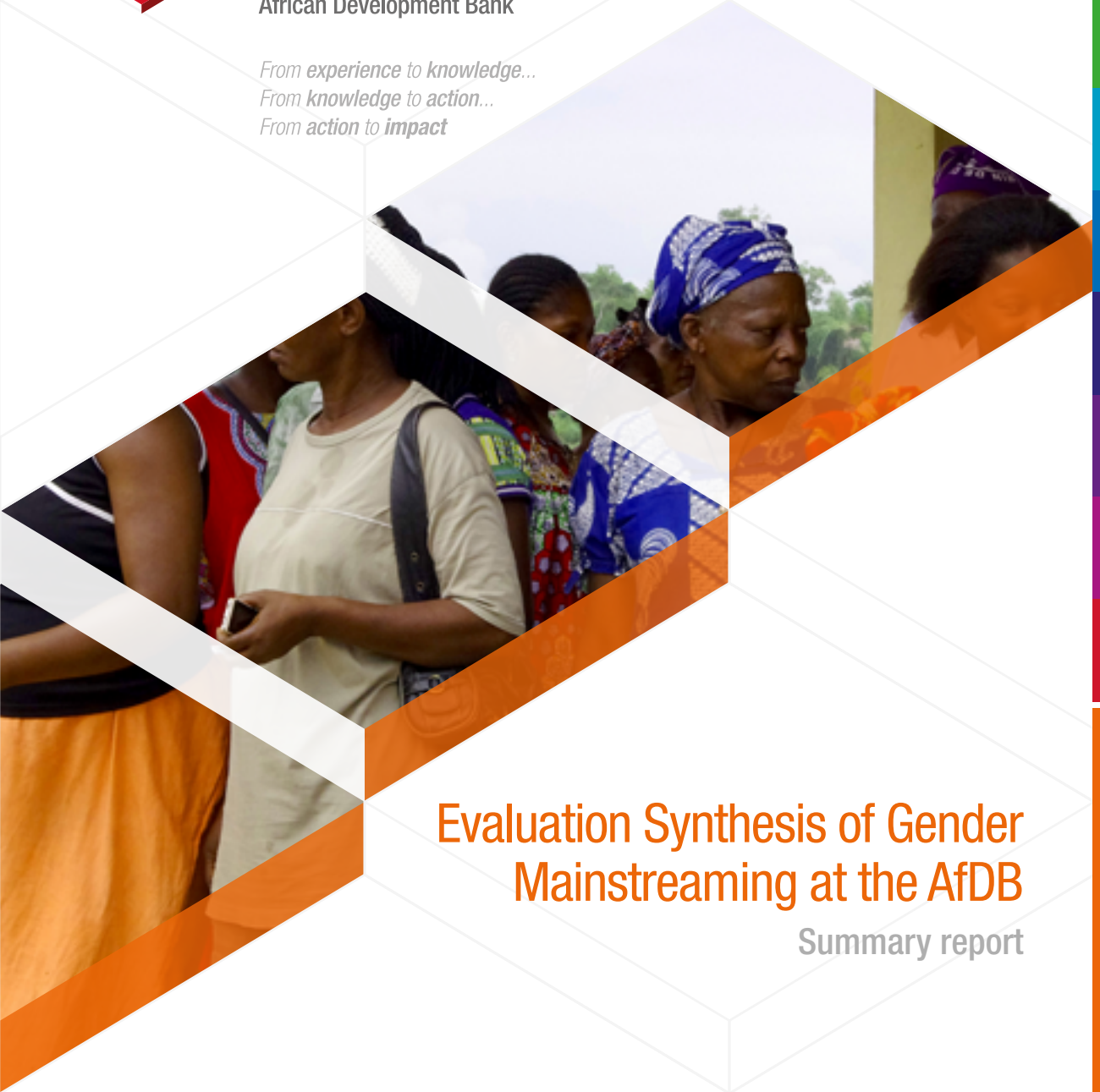




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Evaluation Synthesis of Gender Mainstreaming at the AfDB

Summary report



AFRICAN DEVELOPMENT BANK GROUP

January 2020

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Evaluation Synthesis of Gender Mainstreaming at the AfDB

An IDEV Evaluation Synthesis, January 2020

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The overarching objective of the African Development Bank Group is to spur sustainable economic development and social progress in its regional member countries (RMCs), thus contributing to poverty reduction. The Bank Group achieves this objective by mobilizing and allocating resources for investment in RMCs and providing policy advice and technical assistance to support development efforts.

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Abbreviations and Acronyms

ADER	Annual Development Effectiveness Report	GMS	Gender Marker System
ADF	African Development Fund	GS	Gender Strategy
AFAWA	Affirmative Finance Action for Women in Africa	HQ	Headquarters
AFD	Agence Française de Développement	IADB	Inter-American Development Bank
AfDB	African Development Bank Group	IDEV	Independent Development Evaluation
AHGC	Gender, Women and Civil Society Department, AfDB	IFAD	International Fund for Agricultural Development
AHVP	Agriculture, Human and Social Development Complex, AfDB	IFI	International Financial Institution
AsDB	Asian Development Bank	ISS	Integrated Safeguards System
AU	African Union	JICA	Japan International Cooperation Agency
CGP	Country Gender Profile	KII	Key informant interview
CHHR	Corporate Human Resources Management Department, AfDB	KPIs	Key Performance Indicators
CHVP	Corporate Services and Human Resources Complex, AfDB	M&E	Monitoring & Evaluation
CPR	Country Portfolio Review	MDB	Multilateral Development Bank
CSO	Civil Society Organization	MDG	Millennium Development Goal
CSP	Country Strategy Paper	MoU	Memorandum of Understanding
DBDM	Development and Business Delivery Model	MTR	Mid-Term Review
EBRD	European Bank for Reconstruction and Development	PAR	Project Appraisal Report
ECGF	Governance and Public Finance Management Coordination Office, AfDB	PBL	Policy-Based Loan
ECMR	Macroeconomic Policy, Forecasting and Research Department, AfDB	PBO	Program-Based Operation
EDGE	Economic Dividends of Gender Equality	PCN	Project Concept Note
EQs	Evaluation Questions	PSEG	Office of the Secretary General & General Secretariat, AfDB
ERG	Evaluation Reference Group	QaE	Quality-at-Entry
ESIA	Environmental and Social Impact Assessment	RDGC	Regional Directorate General, Central
FAO	Food and Agriculture Organization	RDGE	Regional Directorate General, East
FIRM	Resource Mobilization and Partnerships Department, AfDB	RDGS	Regional Directorate General, South
GAP	Gender Action Plan	RDGW	Regional Directorate General, West
GAVI	Global Alliance for Vaccines and Immunization	RISP	Regional Integration Strategy Paper
GBV	Gender-Based Violence	RMC	Regional Member Country
GE	Gender Equality	RMF	Results Measurement Framework
GEF	Global Environment Facility	RR	Readiness Review
GESF	Gender Equality Special Fund	SDGs	Sustainable Development Goals
GESI	Gender Equality and Social Inclusion	SEAH	Sexual Exploitation and Harassment
GEWE	Gender Equality and Women's Empowerment	SEOG	Office of the Special Envoy on Gender, AfDB
GFP	Gender Focal Point	SNOQ	Operations Committee Secretariat and Quality Assurance Department, AfDB
GM	Gender Mainstreaming	ToC	Theory of Change
		TYS	Ten Year Strategy
		UFE	Utilization Focused Evaluation
		USAID	U.S. Agency for International Development
		WBG	World Bank Group
		We-Fi	Women Entrepreneurs Finance Initiative
		WWC	Women's World café



Executive Summary

Context, Objectives and Methodology

In February 2019, the Board of Directors of the African Development Bank Group (AfDB or “the Bank”), approved the 2019-2021 Work Program of the Independent Development Evaluation (IDEV) function. It included an update of **the evaluation synthesis on gender equality mainstreaming** undertaken by IDEV in 2012. The evaluation exercise sought to provide evidence to the AfDB Board, senior management and the Gender, Women and Civil Society Department that would be useful to finalize a new Gender Strategy (GS), in particular within the framework of the AfDB’s new Development and Business Delivery Model (DBDM) and in alignment with the High 5s. The High 5s are the AfDB’s priority areas: Light up and power Africa; Feed Africa; Industrialize Africa; Integrate Africa and Improve the quality of life for the people of Africa.

A Utilization Focused Evaluation approach guided this evaluation synthesis, to ensure that the process and the findings are credible and useful to their intended users. A Theory of Change (ToC) was reconstructed and data were collected using mixed methods. These included a study that used secondary descriptive statistics and primary survey data (quantitative), structured document reviews, focus groups and semi-structured interviews (qualitative). The team then triangulated data to strengthen findings and mitigate limitations.

The key guiding documents for Gender Mainstreaming (GM) at the AfDB are the GS (2014-2018) and the 2015 guidance on **Operationalizing Gender Mainstreaming**. In 2017, the Gender, Women and Civil Society Department carried out a Mid-Term Review (MTR) of the GS. The MTR is considered an internal learning document and it had not been published at the time of this evaluation.

Findings

Relevance

1. What is the **Bank’s relevance and comparative advantage** in promoting Gender Equality and Women’s Empowerment (GEWE) in Africa?
2. Were the **Bank’s GM approach and support relevant and consistent** with the Bank’s mandate and priorities?

The Bank’s relevance and comparative advantage in promoting GEWE in Africa has been its convening power, best exemplified by the visibility of the Affirmative Finance Action for Women in Africa (AFAWA), Fashionomics Africa and joint achievements under the Civil Society Organization Forum. The AfDB’s view that gender equality is a goal in and of itself is consistent with external regional and global priorities (the African Union’s Agenda 2063 and the Sustainable Development Goals).

The Bank’s GM approaches are somewhat consistent with its mandate and internal priorities, namely the Bank’s Ten-Year Strategy 2013-2022 and the High 5s. The relevance of the GS and GM approaches is evidenced by attention to internal (Bank) and external (Regional Member Country beneficiaries) priorities in the Bank’s results framework and the GS. The fact that both the gender team and the Corporate Human Resources Management Department give priority to advancing the Bank’s EDGE Certification (Economic Dividends for Gender Equality, a leading global assessment methodology and business certification standard for gender equality) is noteworthy and highly relevant to internal needs and priorities.

Effectiveness

1. Which **strategies/tools/mechanisms** have made the biggest difference for GM at the Bank, and at what entry points?

2. What **factors** contributed or inhibited progress in GM processes, including operationalization of the GS?

The biggest difference for GM at the Bank has been brought through: (i) gender-informed Country Strategy Papers (CSPs), (ii) integration of gender in the operational business processes, and (iii) additional financial resources for gender obtained through special initiatives and leveraging internal and external partnerships.

- The mixed evidence on the effectiveness of GM reflects the wide range of approaches and mechanisms across the pillars of the GS. The most commonly cited areas of intervention under the external component of the GS (Pillar 2) included access to finance (AFAWA), and the least commonly cited interventions - around property and land rights (Pillar 1).
- Country Policy and Institutional Assessment and CSPs are key to reflecting Regional Member Country (RMC) needs, including around gender equality. CSPs with a preceding Country Gender Profile (CGP) were more likely to be gender-informed, also due to the increased role of gender experts in CSP processes. However, limited alignment was found between key areas of CGP focus and the content and role of the Gender Analysis Annex of CSPs.
- Aided by the 2014 Operations Manual, and referencing the 2014-2018 GS, the Bank's business processes on gender integration have benefitted from Readiness Reviews for the 'Gender Equity Dimension' and the Gender

Marker System (GMS). Entry points and Monitoring & Evaluation (M&E) mechanisms for GM in the project cycle and business processes have been unevenly formal and effective.

- The evaluation found a disconnect between corporate commitments and the attention given to gender-related Key Performance Indicators in the operations and business processes.
- Although highly aligned with the results measurement frameworks of the GS and of the Bank (2016-2025), gender-related indicators tend to focus on outputs, and not outcomes. Furthermore, measuring progress in each of the three gender pillars has not been systematic.
- Knowledge Management has been relevant, but insufficiently explicit at the RMC level and within the Bank. Knowledge products complement trainings as well as individual engagements by the gender team; but few are easily identifiable, accessible or actively promoted through the Bank's website or communications. The Bank's Document Archiving and Records Management System does not contain any GMS related materials.

Certain factors were found to contribute to GM processes, while for other factors, evidence was not as clear:

- Internal partnerships have facilitated GM, i.e. with the Climate Change, Safeguards and Human Capital Development teams. External partnerships have been effective in bringing financial and knowledge resources and strategically positioning the AfDB in the gender domain, i.e. with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). A Memorandum of Understanding has provided clarity on roles and outputs.

- The repositioning of the gender team from the Office of the Special Envoy on Gender, which was under the Senior Vice President, to the Agriculture, Human and Social Development Complex has contributed to the perception that responsibility for the gender agenda lies with that complex, and specifically with the gender team.
- The Bank's deep roots in Africa - its staff (85% are from RMCs) and geographical location - uniquely position the Bank to address gender issues. Comparatively, for the same countries, the Bank's CGPs have more contextualized in-depth and grounded gender analysis. The evaluation found limited reference to the AfDB and the gender department leveraging the Bank's position as a convener and trusted partner to tackle policy-related gender developmental challenges such as women's land rights issues, although included in the GS.
- DBDM processes facilitated bringing gender-related knowledge and expertise closer to operations and diversified funding for gender activities by regions and sectors. Decentralized decision-making has made funding for Gender Specialist positions uneven, left to the discretion of regional management.

Efficiency

1. Have the **human and financial resources been adequate** for effective and efficient GM?
2. How **timely and efficiently** has the **operationalization of the GS** been, internally and externally?

A Gender Equality Special Fund has been conceptualized (a concept note was being drafted at the time of the evaluation, October

2019) and bilateral trust funds have been skillfully utilized to address the perceived inadequacy of financial and human resources for comprehensive GM. While there is a perception of limited human resources in the Bank's gender team and insufficient funds for GM at the RMC level, gender experts have had a positive effect in the regions. However, their limited availability and varying depth and breadth of sectoral knowledge were a challenge. In addition, selected factors inhibited the efficiency of GM, including delays in rolling out budgets in support of the GS, a departmental merger, a change in leadership and the repositioning of the gender team within the Bank.

Catalytic Effect and Sustainability

1. What is the **evidence of catalytic effects** of the Bank's Gender Mainstreaming efforts?
2. How **sustainable are Gender Mainstreaming results?**

The evidence of results with actual or high potential for a catalytic effect on the Bank's GM efforts is limited to: the Bank's progress towards EDGE Certification, joint products with UN Women, financial commitments for AFAWA and the Global Gender Summit (the last two emphasizing the convening role of the Bank). Even without clear planning for sustainability, selected catalytic results on GM are likely to sustain their effects. These include outputs from internal engagement with the Safeguards, Climate Change and HR departments, and the depth of CGPs with the potential to ease the work of Gender Specialists. Nonetheless, many activities are too recent to show sustainable results (e.g. Fashionomics Africa) or have limited documented evidence of tangible results.

Selected achievements can be developed into sustainable and effective practices with a potentially catalytic effect. In the absence of active Gender Focal Points, the early results from the GMS and learning and successes from gender specialists in the regions is not likely to meet all the needs of task managers and country teams at large and may thus not be as sustainable.

Lessons

1. What is the **evidence from comparators** about gender mainstreaming?
2. How can the **Bank enhance its gender mainstreaming approach and strategically leverage its mandate** and operational mechanisms to enhance gender mainstreaming?
3. What are the **points for consideration** for the new Gender Strategy?

The following key lessons from comparators, including evidence from a 2015 review of International Financial Institutions' GM practices, by the European Bank for Reconstruction and Development, and evaluative evidence from eleven organizations, are important to consider:

- The presence of a well-grounded and comprehensive strategy that drives the operational gender agenda and links commitments on gender to implementation is critical for effective GM, to avoid a piecemeal approach to GM and for sustainable and far-reaching results.
- Committed and engaged senior management, visibility in resource allocations and accountability throughout project and human resource systems advance GM.
- Gender Focal Points and gender specialists within operations advance progress in GM.

- International Financial Institutions increasingly seek gender results in specific sectors. The increasing sector focus contributes to improved capacity and improved recognition of how integrating gender into operations is useful. Attention to structural constraints across sectors, violence against women and women's voice and agency tend to be under-represented in sectors such as infrastructure, energy and climate change.

- For deeper, longer-term and more strategic interventions, contextually relevant GEWE evidence, derived from robust M&E, is essential, i.e. qualitative impact stories (and their business case) and documenting and disseminating results with operations teams and clients to inform gender responsive investments.

- Quantified corporate commitments on gender results upon exit (as well as at entry) make a difference.

- Both downstream and upstream GM approaches require cultural sensitivity to discuss GEWE with men and traditional leaders, to shift mindsets, instead of building on existing power relations.

- Formal and strategic partnerships between different types of entities at different levels as well as inclusive and participatory approaches contribute to advancing GEWE and GM at global and national levels.

- Consider modalities and entry points such as enhancing GM in private sector operations and combining projects and Policy-Based Loans for integrating gender-related policy triggers through policy dialogue with governments.

Building on evaluative findings and lessons from comparators, the Bank can enhance GM by building on existing strengths and expanding efforts with a sharper scope, to mitigate weaknesses and better leverage its mandate. Suggested actions require deliberate interventions at

different levels, direct engagements between teams and complexes, and changes that could be outside of the scope of the gender team and the Agriculture, Human and Social Development Complex.

Clear senior management commitment at the corporate and sectoral levels should be supported by internal accountabilities, adequate resourcing and visibility. This calls for enhanced commitment to, and visibility of, an inclusive approach to inward- and outward-looking gender-related efforts, e.g. an update of the 2006 Presidential Directive on harassment, quantifying the annual administrative budget for gender issues, and piloting of Key Performance Indicators and reward systems that foster motivation and accountability.

Continuous and consistent attention to and sensitization about the value-added to the Bank of the following corporate gender commitments and practices would enhance meaningful and sustainable GM-related results:

- Reactivate the network of Gender Focal Points and their community of practice.
- Complete the EDGE certification processes and sensitize staff, starting with Gender Focal Points.
- Revive the “crossing thresholds” program and enhance mechanisms of affirmative action on employment of women.
- Address the issue of spousal consulting and employment in a transparent manner.
- Review and solicit funding for the 2019 INNOpitch ideas from gender and other tracks.
- Proactively seek, leverage and maximize opportunities for capacity building, learning and sensitization about gender in sectorial and corporate trainings and meetings.
- Enhance information sharing and joint planning to build on and expand engagement with teams

on the crosscutting and relevant issues such as: climate change, civil society engagement, governance, fragility, etc.

All entry points for GM in the project cycle need to be strategically used for maximum impact:

- Consistent with the roll-out of the GMS, a clear mapping of all existing GM entry points (across the project cycle) would enhance the ability to collect, collate and use gender-focused evidence across operations.
- Quality gender-related diagnostics (from CGPs, sectorial checklists, comparators’ documents and Environmental and Social Impact Assessments [ESIAs]) can be used to find entry points that facilitate evidence-based project design and implementation, and subsequently develop evidence-based ToCs at the start. Participatory ToC development would permit the thorough interrogation of the intervention’s feasibility and its underlying assumptions.
- Multiple and complementary interventions that consider changes in gender roles and relations should inform sectoral approaches. Acknowledging the differences in how the intervention influences women versus men, and how men can influence the project to promote gender equality, in project designs is needed.

Comments from the gender team during the Readiness Review stage should be considered for project approval.

- Strategic integration of the GMS into project design would enhance the quality of the gender dimension in the Readiness Review.
- In line with the GMS Guidance, contextual analysis of the root causes of gender inequality is needed as a minimum requirement and as the key determinant underpinning the GMS rating.

■ Obligatory involvement of the gender specialist at the Project Concept Note and Project Appraisal Report stage in the development of the ToC and/or project results framework would improve their gender responsiveness.

■ Complementary and mutually-supportive capacity building activities and trainings about integrating gender into the Readiness Reviews and the GMS processes would enhance coherence and effectiveness.

Enhance the consistency and depth of Country Gender Profiles, their marketing and internal/external use.

■ The CGPs should explicitly identify vulnerable populations for the Bank's inclusive growth agenda.

■ In order to ensure the integration of the CGP findings into CSPs/Regional Integration Strategy Papers and project results frameworks, aligning timelines and processes between the development of CGPs and CSPs is key.

■ Clear inclusion of CGP findings in all relevant strategic documents related to RMCs and relevant to CSPs and Bank sectors.

■ It is necessary to increase communication and marketing of CGPs within and outside the Bank. Special targeting is recommended for the Safeguards Team, including during development of ESAs.

■ It would be useful to coherently link and cross-reference the CGPs and the Africa Gender Index.

Consistent with the GS 2014-2018, knowledge management should be more strategic and deliberate to facilitate effective learning, decision-making and communication of GM achievements, results and challenges for

operations and sensitizing Bank staff and RMC partners. This can be operationalized by:

■ Developing a strategy to manage information on and communicate gender results, strengthening and developing mechanisms for extracting GM-related lessons, potentially through the Gender Community of Practice.

■ Strengthening engagement with the Macroeconomic Policy, Forecasting and Research Department to identify knowledge gaps and undertake data collection and analysis, capacity building and joint dissemination of evidence around gender equality.

■ Disseminating evidence around structural drivers of gender inequality e.g. by scaling up tested interventions proven to close gender gaps.

■ Conducting practical mapping exercises to inform the GS and enhance completed and ongoing gender-related analytical work. Using this report's bibliography as a starting point, create a database to facilitate internal learning, capacity building and external communication. Consult sector and regional departments about information needed to better integrate gender at program and project level.

- Compile and disseminate an online list of external resources such as checklists and other useful tools for task managers, country economists and other stakeholders.

- Map gender gaps and identify recommended interventions from CGPs, to be compiled and made available to country and task managers.

■ Reviving the Gender Community of Practice to share information and promote gender equality across the Bank. Enhance gender-related training with learning from the GMS, CGPs and ESAs, to enhance CSP development.

Further augment and formalize funding arrangements for resource mobilization.

- Finalize development of the Gender Equality Special Fund.
- Leverage the partnership with UN Women, for both their comparative advantage and policy engagements.
- Enhance gender integration in Program-Based Operations. Revisit the 2010 Checklist for GM in Governance Programs and the 2012 Program-Based Operations Policy to explore entry points and enhanced strategic engagement with development partners and civil society at the RMC level on policy issues.

Strengthen and formalize the internal partnerships of the Gender, Women and Civil Society Department with the Safeguards, Climate Change, and Human Resource departments:

- Advance the initiative by the Bank's Regional Directorate General, South, on addressing crosscutting issues during project/program phases by the Environmental and Social Safeguards officers, Climate Change and Green Growth officers, and Gender officers for subsequent piloting and scale-up.
- Building on CGPs and ESIAAs, arrive at a definition of gender and vulnerable populations between the Gender, Civil Society, Compliance & Review and Human Development teams.

Strategically leverage DBDM processes to align with regional and global priorities by visibly and strategically linking the Bank's gender agenda to the Sustainable Development Goals to enhance framing and optimal accountability at the RMC level.

- Appropriately scope context-specific GM, to align with CSP/Regional Integration Strategy Papers processes.
- Revisit reporting lines within the gender team and between regional gender specialists and those based at Headquarters.
- Shift from 'planning-as-one' to DBDM-driven 'delivery-as-one' on key GM commitments; this would require a common understanding of the definition and associated narratives around GM to support coherent and context-specific interventions through decentralized operations.

Key Points for Consideration for the new Gender Strategy

In developing a new GS, the AfDB may wish to consider the following nine themes, many of which were identified by this synthesis exercise and the in-depth MTR of the GS (2017).

- **A combined Gender Policy and Strategy would enable a clear and consistent understanding of GM.** Clarity of definitions and concepts would empower the Bank staff to more readily engage on gender, incorporate it into their work, and assess context-specific gender results.
- **The GS needs a solid ToC, integrating AFAWA and Fashionomics to emphasize a cross-sectoral spill-over effect, with grounded assumptions.** Participatory and collaborative ToC development would reflect understanding and ownership across the Bank's complexes.
- **Gender gaps and priority areas identified across CGPs and gender analyses would facilitate customized approaches to addressing Africa-specific GEWE challenges.**

- Maintain the structure of the GS (2014-2018), which includes both internal and external components, with a more streamlined and sharper focus.** The ambition and the resulting scope of the pillars need to be grounded and feasible, considering facilitating and inhibiting factors for GM.
- Four pillars are recommended for the new GS.** Framing along the implementation priorities of AFAWA (access to finance, technical assistance, and enabling environment) would leverage the Bank's mandate, operational modality and comparative advantage to address gender-related challenges. Specific considerations for each pillar are as follows:

 - 1. Access to Finance and Productive Resources for Economic Empowerment** would facilitate delivering financing to women-empowered businesses with an innovative risk-sharing channel. It would also build on Pillar 1 of the GS 2014-2018 that addresses structural gender issues, including land tenure and property rights. The Bank's commencing assessment of the status of land and natural resource rights should contribute to existing evidence.
 - 2. Human Capital for Meaningful Participation to Exercise Voice and Rights** is relevant for both internal and external components, and would cut across the High 5s, to specifically improve quality of life through collective participation as part of civil society engagement.
 - 3. Enabling Environment for Equitable and Inclusive Growth** would facilitate policy dialogue to reform the regulatory frameworks affecting women businesses and a consideration of context-specific structural gender issues which undermine inclusive growth, such as constraints to women's rights (e.g., mobility).
- 4. Knowledge Management and Learning** should remain a distinct pillar to build on existing knowledge and facilitate use of lessons. A strategic approach to analyzing gender data and facilitating the use of evidence to inform project designs and implementation, learning and communicating results is needed. Examples would include how to use CGP evidence to operationalize GM at the country level, learning from project completion reports and evaluations, and standardizing the use of RMCs' sex-disaggregated data to inform the Bank's M&E.
- Attention to crosscutting issues under the GS would facilitate and streamline GM approaches for coherence at the strategic and operational levels.** Explicit coherent linkages between internal and external focus and crosscutting themes in the ToC need to include capacity building, anti-sexual harassment (in the Bank and operations), Gender-Based Violence and communication. Furthermore, joint approaches to GM with other crosscutting themes under the Bank's Ten-Year Strategy should be strategic and formal, i.e. linkages to climate change, fragility, and governance.
- Mapping the GS pillars and interventions to the Bank's Ten-Year Strategy, the High 5s and the Sustainable Development Goals, as well as internal corporate policies and processes would enhance relevance and usefulness** of the Strategy for related complexes within the Bank.
- Operational guidance for the GS needs to reflect implementation mechanisms along the selected pillars, with a special consideration for the following:**

- Downstream efforts in technical assistance would enhance upstream approaches to the enabling environment for gender equality and inclusive growth, considering policy and/or program-based operations on GEWE as an implementation mechanism.
 - Incorporate gender into loan covenants and their subsequent monitoring.
 - Extending existing quota requirements for women's participation in project design to implementation and require contractors to create employment opportunities for women in projects, and provide capacity building to manage projects, as necessary.
 - Meaningful engagement with civil society actors should be required of borrowers for better gender-informed designs and to go beyond design and implementation quotas.
 - Technical assistance and capacity building are key implementation mechanisms for gender.
- **A clear, systematic approach to the M&E of gender processes and results in line with the Bank's processes as well as joint approaches to collecting gender data in specific sectors through operations, as reinforced by the GMS, is necessary in the new Strategy.**

The majority of the suggested areas of enhancement for GM and points of consideration for the new GS build on and echo the recommendations of the 2017 MTR of the GS. The recommendations were validated to the extent possible by this evaluation exercise. Special consideration should be given to revisiting the MTR findings and recommendations, to celebrate progress and reflectively assess challenges.



Introduction

Context of the Evaluation Synthesis

Gender equality (GE) has increasingly been prioritized in international commitments and in the adoption of various legally binding instruments and non-binding agreements by numerous countries. In 2014, the African Union (AU) stated in the Agenda 2063¹ implementation plan for 'The Africa We Want' (2014-2023): 'Africa shall be an inclusive continent where no child, woman or man will be left behind or excluded, on the basis of gender, political affiliation, religion, ethnic affiliation, locality, age or other factors.' 2015 brought the 15th anniversary of the UN Security Council Resolution (S/RES/1325) on Women, Peace and Security, and the 20th anniversary of the Beijing Declaration and Platform for Action. In 2016, the SDGs² were adopted and included the 2030 Agenda for Sustainable Development (the 2030 Agenda). Goal 5 aims to 'ensure the achievement of gender equality and empowerment of all women and girls', and the commitment to 'leaving no one behind' as one of its core principles. The SDGs built on commitments made at the UN Third International Conference on Financing for Development and the 2015 Addis Ababa Action Agenda, which committed states to eliminating Gender-Based Violence (GBV) and discrimination in all its forms as well as ensuring - at all levels - that women enjoy equal rights and opportunities in terms of economic participation, voice and agency.

The AfDB's Ten Year Strategy (TYS), At the Center of Africa's Transformation (2013 – 2022), highlighted gender as one of the three areas of special emphasis, in addition to improving inclusive growth as one of its two main objectives. The AfDB's vision in the YYS encourages Africa to address gender-based disparities in voice and agency, education, economic activities and earnings to 'capture the

demographic dividend of its young population and the energies of its women'. In 2016, the AfDB launched its High 5s, a game changer in Africa's development discourse, to align the Bank's YYS and actions with international development trends, in particular the SDGs and AU Agenda 2063. While cross-cutting, the last High 5s goal 'Improve the Quality of Life for the People of Africa' was designed to facilitate deliberate efforts to empower women and civil society and support human capital development to focus on public health infrastructure systems, nutrition, youth and skills development, and water and sanitation.

Building up to the YYS, and in support of the gender agenda, since 2001, four framework documents have guided gender mainstreaming (GM) at the Bank:

- **AfDB's 2001 Gender Policy.** This policy elaborated the key concepts and approaches that underpin gender and development issues. It sought to provide a requisite framework for action, to ensure equal access to all Bank resources and opportunities for women and men, as well as reflect a rights-based goal, oriented toward gender-inclusive interventions through two groups of strategies:

Programming strategies:

- Macroeconomic and sector work
- Ensuring impact
- Support to research
- Bank support to gender-related activities in RMCs
- Participation

Institutional strategies:

- Responsibility
- Accountability
- Enhancement of Gender Capacity
- Resource Implications
- Regional Initiatives and Networking

■ **AfDB's Updated Gender Plan of Action (UGPOA) (2009-2011) which followed the Gender Plan of Action (2004-2009).** The goal of the UGPOA was to support economic growth and poverty reduction in Regional Member Countries (RMCs), with a specific objective to promote sustainable and equitable economic empowerment of men and women. The Bank intended to mainstream GE issues in all its projects and programs, specifically through policy dialogue using Country Strategy Papers (CSPs) as the main tool. Monitoring and reporting on gender outcomes and indicators, including institutional Key Performance Indicators (KPIs), was intended to provide an environment of continuous learning and ensure sustainable development impact. The following three intervention areas were in focus:

- Support of investment activities which promote women's economic empowerment in the Bank's key strategic priority areas;
- Institutional capacity building and knowledge building both at the Bank and for RMCs;
- Support of RMC governance and policy reforms for strengthened GM in the national development process.

■ **AfDB's Gender Strategy (GS) 'Investing in GE for Africa's Transformation' (2014-2018)** is key to this evaluation. It includes two components:

External: To align the Bank's priority sectors to Africa's needs and increase its impact in RMCs, the GS is based on three pillars:

- Strengthening women's legal status and property rights
- Promoting women's economic empowerment
- Enhancing knowledge management (KM) and capacity building

Internal: As the Bank works to help African countries address gender inequality, it will lead by example, demonstrating its strong commitment to GE through internal transformation. It will focus on two areas: staffing and the work environment.

In 2017, the Gender Department commissioned a Mid-Term Review (MTR) of the GS, which examined GS implementation from January 2014 through December 2016. The MTR is considered an internal learning document and it has not been published so far; however, the MTR recommendations guided exploration of the AfDB's approaches to GM, and an attempt was made to validate the lessons and recommendations of the MTR to the extent possible (see Annex 12).

■ **A Plan of Action for Operationalizing GM (2014)** intended to facilitate GS implementation through five sets of actions:

1. Creating a cadre of Gender Focal Points (GFPs)
2. Building GM capacity
3. Integrating gender into operational business processes
4. Increasing gender focus in CSPs
5. Leveraging existing and additional financial resources for gender

In February 2019, the Board of Directors approved the IDEV 2019-2021 Work Program which included an update of the evaluation synthesis on GE mainstreaming that IDEV undertook in 2012. Evaluation syntheses look at existing evaluations from all relevant sources, including work by others, to extract knowledge, using robust techniques to ensure that all lessons are based on strong evidence. In this evaluation exercise, IDEV complemented external learning with significant analysis of the existing evidence on the relevance, effectiveness, efficiency, catalytic effect, sustainability and learning about GM at the AfDB.

Evaluation Purpose, Scope and Users

The evaluation exercise sought to provide evidence to the AfDB Board and the management of the Gender, Women and Civil Society Department (AHGC) to finalize the new GS, in particular within the new Development and Business Delivery Model (DBDM) and in alignment with the AfDB's High 5s. Other stakeholders both inside and outside the Bank may also find this report useful. Those in the Bank include the operations, corporate and support services departments. External stakeholders may include RMC gender ministries, national and regional civil society bodies, technical and development partners (Multilateral Development Banks, the UN, International Non-Governmental Organizations, and bilateral partners), the gender and evaluation community, and academia. Furthermore, this evaluation synthesis on GM at the Bank should contribute to the knowledge base on institutionalizing GM. The specific objectives of the evaluation synthesis are to:

- Ascertain the relevance of the Bank's GM approaches in light of regional and global priorities, and its comparative advantage in addressing gender equality and women's empowerment (GEWE), as compared to other development partners.

- Consider lessons and recommendations from the self-conducted 2017 MTR of the GS and identify what aspects of the strategy could be carried forward in the new GS and other strategic and operational documents in support of gender mainstreaming.

- Present early lessons from the initial roll-out of the Gender Marker System (GMS) and from the work and recent deployment of the Bank's regional gender specialists.

- Present a broad analysis on current global gender trends and best practices of international stakeholders for GM and reporting, such as the GMS and Country Gender Profiles (CGPs).

The evaluation scope was determined by its objectives, the timeline and preceding evaluative work, including the 2012 synthesis and the 2017 MTR. The initial intent of the study was to update the 2012 evaluation synthesis, with no primary data collection. The request to complement the synthesis with learning for the new GS entailed an analysis of GM at the Bank and was accommodated through limited primary data collection. To the extent possible, the research covered the strategic and operational levels, with a focus on public sector operations. Additional detail on the methodology is provided in Table 2 and Annex 1.

The evaluation considered eleven overarching evaluation questions presented in Table 1, mapped against OECD/DAC³ and other relevant criteria. Questions A-D framed the analysis of GM at the AfDB, while questions under Evaluation Criterion E (Learning) related to both internal learning and a synthesis of evidence from comparators.

Table 1: Evaluation Criteria and Overarching Evaluation Questions

Evaluation Criteria
Relevance
1. What is Bank's comparative advantage and relevance in promoting GEWE in Africa? 2. Was the Bank's GM approach and support relevant and consistent with the Bank's mandate and priorities?
Effectiveness
1. Which strategies/tools/mechanisms have made the biggest difference for GM at the Bank, and at which entry points? 2. What factors contributed or inhibited progress in, GM processes, including operationalization of the GS?
Efficiency
1. Have the human and financial resources been adequate for effective and efficient GM? 2. How timely and efficiently has the operationalization of GS been, internally and externally?
Catalytic Effect and Sustainability
1. What is the evidence of catalytic effects of the Bank's GM efforts? 2. How sustainable are GM results? Why?
Lessons
1. What is the evidence from comparators about Gender Mainstreaming? 2. How can the Bank enhance its GM approach and strategically leverage its mandate and operational mechanisms to enhance GM? 3. What are the points of consideration for the new Gender Strategy?

Methodology and Structure of Presenting Evaluative Evidence

The evaluation synthesis is a formative evaluation emphasizing learning and reflection. The Utilization Focused Evaluation (UFE) approach places a high value on ensuring that the process and the findings are credible and useful to its intended users. UFE was combined with a theory-based approach to construct the analysis framework to guide the data collection. As a result, a reconstructed Theory of Change (ToC) for GM at the AfDB (Annex 1) was grounded in the three pillars of the GS and five actions under the Operational Guidance.

Data were collected using mixed methods. Specifically, the study used secondary descriptive evidence and primary survey data (quantitative) mixed with structured document reviews, focus groups and semi-structured interviews (qualitative). The team employed data triangulation to strengthen findings. Thus, the approach draws together evidence from multiple sources on issues

and challenges the Bank faces regarding internal and external gender mainstreaming. Table 2 below highlights key methodological considerations, with additional detail presented in Annex 1.

The evaluation faced limitations, emanating from its original intent and design. These are:

- The evaluation focused on updating evidence from IDEV's 2012 evaluation synthesis.
- Primary data collection at the RMC level was limited; however, it was extensive in the recently completed 2017 MTR of the GS. The Bank's regional or country offices were only consulted through an electronic survey, and end-beneficiaries at the RMC level were not consulted.
- Selected project and other documents for the review had data challenges, were in draft form or could not be accessed in line with the evaluation timeline.

Table 2: Summary of Methodology and Data Collection Process

	Method	Evaluation Synthesis	Sample
1	Document Review	<ul style="list-style-type: none"> Update 2012 Synthesis by IDEV with learning on best practices in GM among comparators 	<ul style="list-style-type: none"> 2012 Synthesis by IDEV and documents from comparators (19 documents from 12 organizations)
		Benchmarking	Sample
		<ul style="list-style-type: none"> External: compared Country Gender Profiles (CGPs) with similar documents from comparators Internal: compared CSPs between countries with/without CGPs; assess alignment to the revised CGP guidance 	<ul style="list-style-type: none"> CGP-type documents like gender analysis from comparators (8) Analysis of CSPs with/without preceding CGP (6) Alignment with CGP guidance (4)
		Portfolio Review	Sample
		<ul style="list-style-type: none"> Validate results from the 2017 MTR Compare GMS with gender analysis included in Project Concept Note (PCNs) and Project Appraisal Reports (PARs) Analyze internal needs related to GM Assess progress in GM along selected indicators from the GS 	<ul style="list-style-type: none"> Project documentation (e.g. PCNs, PARs) for sample of projects approved in 2018 (29) Annual Reports of GM in PARs elaborated by the gender division of the Bank 2012-2017 (4) Ideas from INNOPitch 2018 and 2019 AfDB Press Digests (83) Evaluations of GM at the Bank: Multilateral Organization Performance Assessment Network and the 2017 MTR.
2	Online survey	<ul style="list-style-type: none"> Validate results from the MTR Assess relevance and effectiveness of GM approaches Provide early lessons on GMS roll-out 	<ul style="list-style-type: none"> AGHC.0, AHGC.1 and Gender Specialists (39) GFP across the Bank, 2015 list (69) Participants of 2018 GMS trainings (68) Task managers of 2018 approved projects (43) Total: 219 ⁴
3	Focus Group	Explore GM: successes and challenges with AHGC and regional specialists	<ul style="list-style-type: none"> Bank's gender specialists in regions (4) Bank's gender team AHGC.0 & 1 at HQ (5)
4	Interview	Validate and enrich findings from the primary (online survey) and secondary data collection (synthesis, benchmarking and portfolio review)	<ul style="list-style-type: none"> Internal interviews at the Bank (27)

The evaluation team employed various strategies to mitigate limitations and assure quality including use of alternative data sources, extensive data triangulation and the Evaluation Reference Group.

The Evaluation Reference Group was the advisory and primary forum for IDEV's engagement with Bank stakeholders. It was made up of thirteen staff from across the Bank's departments, including operations.⁵ The ERG validated the evaluation's approach paper, preliminary findings, and final report. The evaluation also benefitted from internal and external peer reviews and used a response matrix for transparency of the inclusion or rejection of the comments received.

The report is structured in three sections: (i) main findings about approaches to GM at the AfDB, (ii) the synthesis of evidence from comparators, and (iii) conclusions based on the triangulation of evidence from the two sections in response to evaluation questions; and points for consideration for the formulation of the Bank's new GS. Additional background information based on evaluation scoping can be found in the approach paper to this evaluation synthesis. Additional technical reports from a synthesis of evidence from comparators and a benchmarking exercise will be available on the IDEV website. The following subsections are organized around the evaluation criteria to answer the evaluation questions.



Gender Mainstreaming at the AfDB

The AfDB definition of GM and those of others affected the type of evidence analyzed. Definitions of GM by Multilateral Development Banks (MDBs) are considered as distinctly different from those of other development partners (e.g. the UN), without emphasis on the rights-based approaches. Among the Bank's documents, and that of comparators, the evaluation found the interchangeable and inconsistent use of definitions of key terms such as GEWE and GM:

- The AfDB's definition of GM from the 2015 Operational Guidance is *'the public policy concept of assessing the different implications for women and men of any planned policy action, including regulations and programs, in all areas and levels.'*⁶ The definition appears to outline a vision of GM that focuses on upstream actions with an emphasis on the role of policies in driving GM, but doesn't connect the definition with the AfDB and its project-based operating modality.
 - The Inter-American Development Bank (IADB) and the Global Environmental Facility (GEF) build on the definition of the UN Economic and Social Council to consider GM (or gender integration) as a process that *'seeks to have gender equality and the needs of women and men be heard and addressed in the design, implementation, monitoring, and evaluation of the IADB Group's interventions,'* while the GEF emphasizes *'assessing the implications for women and men of any planned action, including legislation, policies or programs. It is a way to make women's as well as men's concerns and experiences an integral dimension... so that women and men benefit equally, and inequality is not perpetuated.'*⁷
 - The World Bank's approach narrows down the GM lens to *'promotion of women's empowerment as 'smart economics' that serves a dual equality-development purpose'*. This approach has been criticized for its narrow, market-driven focus, which largely ignores non-economic sources of gender inequality.⁸
- Building on the AfDB's definition, Annex 8 presents the reconstructed ToC: *'If women and men have equal access to land and property rights, are economically empowered, and have a quality working environment, this will lead to GE, increased women's voice and agency, inclusive growth and improved organizational cultures for GE. Combined, this then leads to improved quality of life'*. The formulation presents a logical flow from the inputs to the desired impact, using the GS as a framework. IDEV developed and validated the following assumptions that underpin the ToC for GM at the AfDB:
- External factors facilitate GEWE and mobilize both men and women (e.g. vibrant civil society).
 - Internal institutional factors facilitate GEWE (e.g. sufficient financial and human resources).
 - GEWE needs internal and external partnerships to facilitate achievements.
 - Availability and application of sex-disaggregated and other relevant evidence are important for consistent and systematic application for sustainable GEWE results.

Relevance of Gender Mainstreaming at the AfDB

The AfDB's view that GE is both a goal in and of itself as well as its approach to GM, is consistent with regional and global priorities (the AU's Agenda 2063⁹ and the SDGs). The AfDB's view of GE as a precondition to enhance economic growth and improve other development outcomes is consistent with the two AU priorities (Agenda 2063): (i) empowering women to play their rightful role in all spheres of life; and (ii) eliminating barriers to quality health and education for women and girls. Mapping the GS pillars and operational priorities against the SDGs (Annex 9) shows alignment, namely to SDGs 1, 4, 5, 8, 16 and 17. Table 4 also shows inclusion of SDG indicators in CSPs, although not of SDG 5 on Gender Equality.

The gender agenda is aligned with and relevant to the Bank's core strategic and implementation frameworks. This is shown in the AfDB's TYS: At the Center of Africa's Transformation (2013 – 2022), as well as the Bank's High 5s. A crosscutting goal of the GS was to 'Improve the Quality of Life for the People of Africa' by facilitating deliberate efforts to empower women and civil society and support human capital development to focus on public health infrastructure systems, nutrition, youth and skills development, and water and sanitation. Consequently, the AfDB set up a Gender, Women and Civil Society Department (AHGC) in 2017 under the Agriculture, Human and Social Development Complex (AHVP). Across the strategic priorities, the AfDB has made strides in integrating gender across its operations, knowledge work and policy dialogue, including it as a cross-cutting theme together with governance, fragility, climate change, and jobs for youth.

The five priorities for operationalizing GM have been aligned with the Bank's operational modalities, priorities, and diverse contexts. The relevance of the GS and GM approaches, including special initiatives, is evidenced by the attention to internal (the Bank) and external (RMCs) beneficiaries in the Bank's results framework and the GS.

- The external GS component focuses on strengthening GM in all AfDB country and regional operations and strategies. It is aligned with the AU's priorities and includes sector-specific gender-related targets in, for example, energy, agriculture, and education.
- The internal GS component relates well to the priority of ending oppression, including gender, aimed at making the AfDB a more supportive and gender-responsive institution.

Consistent with the policy-focused GM definition, the AfDB's approach to GM strives for parity in education and jobs, and supporting an enabling environment to encourage women's empowerment, focused on the economic and business environment. Complementing GM in operations, through integration into the project cycle, the launch of two initiatives in 2016 under Pillar 2 of the GS underscored the Bank's focus and comparative advantage in promoting GEWE in the economic and business environment. The AFAWA program aims to bridge the financing gap for women in Africa and to unlock their entrepreneurial capacity through three pillars: (i) strengthening access to finance for women-owned/led businesses; (ii) building the capacity of women entrepreneurs and financial institutions; and (iii) engaging in dialogue with African governments to support key legal, policy and regulatory reforms that improve business-enabling environments to accelerate women's entrepreneurship. Fashionomics Africa supports African textiles and fashion by building the capacities of small and medium enterprises in the textile and clothing sector, especially those run by women and youth.

Effectiveness of strategies, tools, and mechanisms that influenced GM

The three pillars of the 2014-2018 GS commit the Bank to enhancing GM in all phases of the project cycle and also requires that project design be informed by gender assessments, including

through economic and sector work and CSPs/ Regional Integration Strategy Papers (RISPs). Consistent with MTR findings, evidence, including from an online survey, showed that the most commonly cited areas of direct intervention were under the external component of the GS, Pillar 2 (economic empowerment), which includes access to finance (AFAWA), mainstreaming gender in national development plans through CSPs in infrastructure projects, and entrepreneurship support (Entrepreneurium). The intervention areas least likely to be implemented included land rights (Pillar 1), and women's empowerment in Information and Communications Technology (ICT). Capacity building, through skills training and by funding sex-disaggregated statistics, was found to be the most common crosscutting intervention across pillars and linked to promoting equitable employment for women. Policy related achievements were rated least successful (Pillar 1), along with gender-responsive e-governance business regulatory frameworks (Pillar 2).

The following discussion of effectiveness is organized around five actions from the 2014 Bank Operational Guidance for GM, designed to operationalize the GS: (i) increasing the gender focus in CSPs; (ii) creating a cadre of GFPs; (iii) building GM capacity; (iv) integrating gender in the operational business processes; and (v) leveraging existing and additional financial resources for gender.

Gender focus in Country Strategy Papers

Country Policy and Institutional Assessments and CSPs, aided by Country Diagnostic Notes, are key in addressing RMC needs, including those regarding GE. One of the clusters of the

Country Policy and Institutional Assessment covers Policy for Social Equity/Inclusion, with GE as a distinct category. A key knowledge product by the gender team since 2004, the Bank's Country Gender Profiles have guided task managers in the RMCs on how to address GE. Consistent with the 2015 proposal to reform the CGPs (finalized in 2017), the evaluation found an alignment of CGPs with CSPs, the GS, and the Bank's High 5s Agenda. To that end, the 2017 CGP Guidance outlined: (i) the CSP Work Stream and (ii) Sector Work, which informs Project Appraisal Reports (PARs). Separate core Gender Data Profiles with sex-disaggregated and gender-relevant data and information specific to the RMC were supposed to regularly provide the necessary foundation and context for addressing gender in the areas identified by the AfDB's priorities and its GS (the evaluation found evidence of a 2016 Côte d'Ivoire Energy Gender Profile).

CSP processes engage with CGPs, yet they have varying degrees and depth of integration of gender as evidenced from a comparison of AfDB CSPs from countries with and without a CGP (see Annex 1 on Methodology of Benchmarking exercise). Varying degrees and depths of integration of gender applies to both process and content. In the sample, only the Mauritania CSP describes how the CGP informed the development of the CSP, despite evidence that the Uganda CSP also drew and included key information from various strategic documents, including CGPs. The description of the social context and crosscutting themes is not consistent across the CSPs that were analyzed. For example, the Mauritania and Uganda CSPs thoroughly describe all themes,¹⁰ whereas other CSPs randomly select themes and the degree to which they cover them. For example, none of the four themes are covered in the Nigeria CSP.

Table 3: Coverage of gender in key focus areas of the CSPs

CSP	Coverage of gender in focus areas	CSP informed by a CGP
Mauritania (2015)	Yes	Yes
Uganda (2015)	Yes	Yes
Tunisia (2015)	Partly	No
Nigeria (2018)	Partly	No
Equatorial Guinea (2018)	Partly	No
Mozambique (2018)	Yes	No

The review of sampled CSPs shows inclusion of gender indicators, however often not aligned with AfDB sectors (Annex 1 - Methodology).

All reviewed CSPs included cross-disaggregated data for socioeconomic indicators including the SDGs/Millennium Development Goals (Table 4). Analysis shows that only a few of the indicators relate to the AfDB's core sectors or align with the Bank's Results Measurement Framework (2016-2025). Coverage of gender in the CSP/RISP Measurement Frameworks was not consistent across CSPs: only Uganda's CSP includes sex-disaggregated indicators from the GS (2014-2018).

The GS requires that project designs be informed by gender assessments, including gender-related economic and sectoral analysis in CGPs, and CSPs/RISPs.

Against the Annual Development Effectiveness Report (ADER) indicator, the gender team's monitoring data show predominantly gender-informed CSPs (7 out of 8 in 2018) with one gender output or outcome in a logframe. The indicator does not appear sufficient, considering the CSPs' value in guiding operations. Among the reviewed CSPs benchmarked, articulation of gender-related outcomes was notable in the CSPs for Mauritania, Equatorial Guinea and Mozambique for supporting agricultural transformation strategies in the following thematic areas: irrigation, soil erosion, training and use of new technologies and practices. Other CSPs focused on sex-disaggregated outcomes related

to graduation and training in technical, vocational and scientific fields, training of mini-networks management, and women's improved access to farm inputs and agricultural loans.

Advances have been made in the quality and quantity of CGPs, their alignment with CSP negotiation and the planning cycle, and operational priorities.

In 2019, in support of CSP processes, the gender team committed to produce ten CGPs (out of 29 countries without a CGP, see Annex 10): the highest CGP/year ratio to date. When compared with similar documents from comparators, the AfDB's CGPs were more likely to provide a well laid-out, broad and relevant analysis of gender issues across sectors in African countries (see Annex 11 for details). The Bank's methodology for developing CGPs involved in-country data collection, an approach not prevalent among comparators, and beneficiaries at the RMC level being consulted during development of selected CGPs. Findings from CGPs show that gaps and needs focused around such issues as health, water supply and sanitation, socioeconomic infrastructure, agriculture and food security. The main weakness and missed opportunity are the limited comprehensive integration of that knowledge and analysis into CSP documents.

The evaluation found a limited alignment between CGP focus and content, and the Gender Analysis Annex of CSPs.

There is a selective prioritization of gender-related RMC needs (see Annex 11), and the consistency of the prioritization between CGPs and

Table 4: References to sex disaggregated indicators and to MDGs/SDGs in selected CSPs, and their relationship to the Annual Development Effectiveness Report (ADER)

Indicators	Included in CSP	Reference to MDG/SDGs in CSPs	Actual SDG Indicator(s)	ADER or/and GS Results Framework
Gender-Related Development Index Value	Yes	No	No	ADER/GS
Labor Force Participation - Female (%)	Yes	No	Yes	ADER
Sex Ratio (per 100 female)	Yes	Mauritania/Uganda	No	ADER/GS
Female Population 15-49 years (% of total population)	Yes	No	No	No
Life Expectancy at Birth - Female (years)	Yes	No	No	No
Total Fertility Rate (per woman)	Yes	No	No	No
Maternal Mortality Rate (per 100,000)	Yes	Mauritania/Uganda	Yes (3.1)	No
Primary School Female Teaching Staff (% of Total)	Yes	No	No	No
Adult/Youth literacy Rate - Female (%)	Yes	Mauritania/Uganda	Yes (4.6.1)	No
Proportion of seats held by women in national parliaments (%)	No	Mauritania/Uganda/Nigeria	Yes	No
Ratio of female to male primary/secondary enrolment	Yes	Mauritania/Uganda	Yes (4.1.1)	No
Contraceptive prevalence (% of women 15-49)	Yes		Yes (3.7.1)	No
Prevalence of HIV, female (% ages 15-24)	No		No (related 3.3.1)	No
Proportion of women aged 20-24 years who were married or in a union before age 18	No	Nigeria	Yes	No
Proportion of girls and women aged 15-49 years who have undergone FGM	No		Yes	No

the Gender Analysis Annex of CSP's is limited. The Gender Analysis Annex tended to provide a generic narrative guided by the indicators in Table 4, without explicitly linking those data to the Bank's sectoral priorities, nor to the priorities in the CGPs.

Integrating Gender into the Project Cycle and Quality Assurance Processes

There is a high level of alignment between the results measurement frameworks of the GS and the Bank, but with an inadequately high proportion of output-focused indicators at the cost of outcomes. Monitoring for GM is driven by an extensive results framework under the GS, encompassing corporate and sectoral gender-related indicators. Notably, slightly over a fifth (22%) of the indicators from the GS Results Framework (2014-2018) were included in the Bank's Results Measurement Framework (2016-2025), reported in

the ADER. On the project side, analysis of the narrative from the PARs for 20 selected projects approved in 2018 (Annex 5) shows overall consistency between project gender-related indicators and the GS and/or the Bank's Results Framework.

Referencing the 2014-2018 GS, the Bank's 2014 Operations Manual¹¹ rationalizes and guides gender integration into the project cycle, assuring that 'assistance to gender oriented projects will be facilitated through the full range of operations—from country partnership strategies to the design and implementation of gender-inclusive projects and programs'. Gender elements are referenced in peer reviews, CSPs, gender analyses and Readiness Reviews (RRs), referencing gender sectoral checklists. The gender dimension of the RRs seeks to establish whether Project Concept Notes (PCNs) and PARs for public sector operations are ready in terms of their application of GM criteria. Further to that, the RR of the gender dimension provides

recommendations on how to better integrate gender into the Bank's operations. The RR is conducted using Quality-at-Entry (QaE) standards guidelines, which indicate how gender should be mainstreamed and show at which level an operation has applied the guidelines for GM in the PAR or PCN.

Together, the review of the 'Gender Dimension' in PCNs and PARs during RR as well as the GMS have increased the visibility and facilitated the integration of gender into the project cycle and in monitoring. The refinement of the gender review standards in the Bank's 2013 QaE Standards was viewed as an improvement although still prior to project approval (Annex 14).¹² Consistent with the Bank's GM agenda and objectives, an annex of the Bank's Operations Manual identifies the main criteria to be used by the Bank to establish the gender dimension in project preparation. Nevertheless, an evaluation of the QaE of AfDB operations carried out by IDEV in 2018 found that the comments about gender and safeguards made during RR processes were among the least likely to be addressed. The 2017 launch of the GMS further sought to enhance reporting beyond QaE, GM performance against the corporate results targets with 90% of the Bank's operations in GMS I-III Categories by 2020 (see Annex 6 about GMS Categories). This evaluation found the need for sharpening the guidance on the gender criteria and subsequent sensitization of task managers.¹³

Evidence is mixed on the extent to which PARs address GM concerns for the Bank's public sector operations. As evidenced by both Figures 1 and Annex 14, PCN-related project preparation builds on extensive work warranting early and systematic engagement from the gender team, to facilitate subsequent PAR development. The evaluation found mixed opinions on the degree to which this has happened. Even with a revised approach in Figure 1, the RR of gender dimensions in PARs is perceived to be too late in the project cycle. While identification of GMS categories and analysis set a solid ground for the development of PCN and positive RR¹⁴ for PAR, those still focus on pre-project approval.

Specified gender-related activities in reviewed PARs are comprehensive and noteworthy, but tend to be unnecessarily complex and overly ambitious within the project scope and in relation to the sectors. Analysis shows a consistency of findings across 2012-2016 PAR gender reviews¹⁵ and PAR narratives from 2018 projects: gender was not coherently mainstreamed at the PAR phase. A closer look at the analysis of 20 approved projects (out of 105) in 2018 supports the notion that, if the PCNs of poorly conceptualized projects meet RR criteria, there is a negative knock-on effect on GMS outcomes, as they are also likely to inherit the lack of comprehensive attention to gender. And vice versa, comprehensive integration of gender from PCN to GMS facilitates effective GM. Eighteen percent (18%) of the 43 projects marked by the GMS mention justification in the PAR, and 26% of those marked projects were categories GEN II & III (see Annex 6). Notably, across the PARs, inclusion of training of women dominated, with limited evidence of gender analysis to develop project interventions to address contextually and sector appropriate needs of women.

A review of a subset of 2018 operations showed limited evidence of gender analysis and limited coherence in the continuum from ambitious gender-related objectives to outputs. An analysis of the PARs for GMS-marked projects (even those marked with 'higher' categories 2 and 3¹⁶) shows limited links between often missing gender analysis and the likelihood of suggested interventions to close gender gaps, and integration of relevant gender responsive performance indicators (also along the RR criteria) beyond sex-disaggregated training and employment data. Furthermore, within project logframes there is a limited logical consistency between desired project gender outcomes and specified indicators. Outputs include indicators with quotas for women, however they are applied automatically (barns, storage warehouses, etc.). Furthermore, reliance on output-level indicators is heavy, primarily in line with the GS monitoring and evaluation (M&E) framework, and inclusion of custom gender-sensitive output and outcome measurements is limited.

The early results of GMS roll out, including capacity building, are positive, although further sensitization and nuanced approaches may be warranted.

In 2018, the AfDB rolled out the GMS to systematize GM in operations throughout the project cycle (African Development Fund [ADF]-14 commitment). Four GMS trainings were organized with 68 recipients across the Bank in 2018,¹⁷ however training evaluation data was not collected. Respondents to an online survey conducted as part of this evaluation exercise rightly understood that the GMS intended to complement rather than replace the RR as the GM mechanism in the project cycle. However, there is confusion between the RR and GMS coding, with several respondents referring to capacity building around the GMS prior to 2017. While a quarter (25%) of the respondents were aware of the role of the GMS in project design, equal proportions (20% each) extended GMS use to the implementation and the completion and evaluation phases of the project cycle.

Evaluation findings illustrate inconsistencies related to the perceived responsibilities for the GMS vis-à-vis GMS guidance.

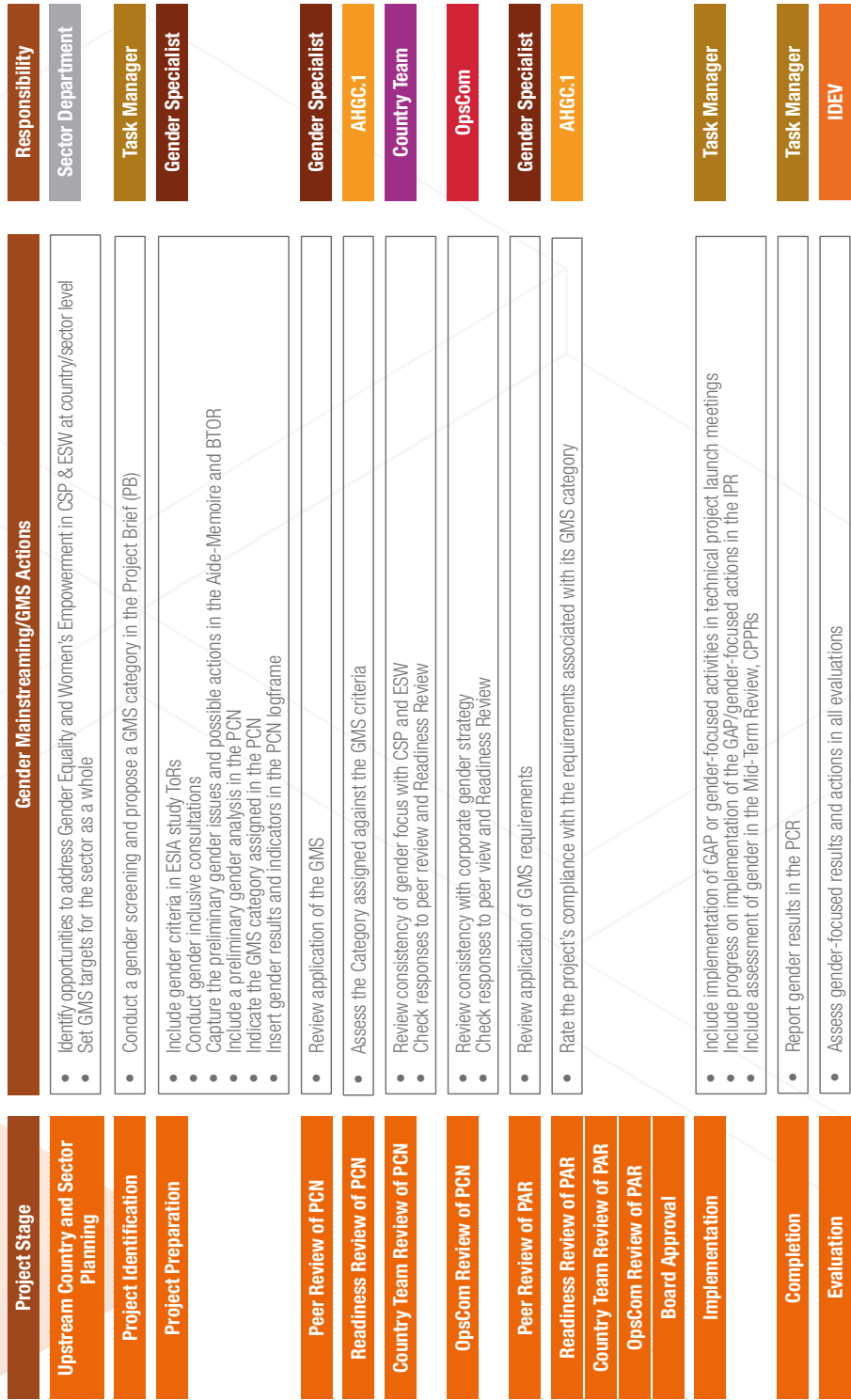
Figure 1 illustrates various entry points for gender and the GMS in the project cycle as well as the related responsibilities. The actual GM at the project level entails several players, underscoring cross-sectoral collaboration, commitment from all stakeholders including at the RMC level, and continued supervision. Survey results (7 in 10 respondents agreed) support the assertion that sector departments and task team leaders have

the overall responsibility to implement and oversee the GMS. However, Figure 1 gives the task manager a relatively narrow role, that of conducting a gender screening and proposing a GMS category at project identification; and of checking the response to the RR and the consistency of the gender focus with the CSP as part of the country team review of the PCN.

The formal integration of gender into quality assurance processes and internal reporting systems appears weak.

The Bank's Quality Assurance Implementation plan (2019-2021) does not reference gender or the GMS, which was launched in 2017. At the project level, the only corporate KPI (reported in the ADER) is related to the gender dimension in the RR (at PAR, see Annex 15). The evaluation found that in the absence of other KPIs, the disconnect between the commitment into operations and business processes is significant. Slightly over half (59%) of the projects approved by the Board in 2018¹⁸ were gender marked, of which none in the Central region (among the 10 non-marked). Among cited reasons for non-marked projects was the lack of commitment from task managers and country teams, as well as limited availability of support from the gender team. The validation of GMS coding done for this evaluation identified missed opportunities for gender integration in the non-marked projects. The recent (2017-2018) deployment of gender specialists to the regions, with a clear mandate to work with project task managers, has started to balance and ensure the systematization of GMS-marking.

Figure 1: Gender Integration across the Project Cycle at the AfDB, according to the 2017 GMS toolkit



Selected entry points and mechanisms for M&E at the Bank throughout the project life cycle and in business processes are formal and effective.

As seen in Figure 1, the GMS, through the Gender Action Plan, is intended to extend into project supervision, completion and reporting, but it is too early for evidence on the effectiveness of the GMS in M&E throughout the project cycle to be realized, especially considering that GMS processes have not been integrated into the Operations Manual. With better regional coverage, the gender team has expanded its participation in gender assessments and project preparation missions. While RRs for gender dimensions are now formally complemented with the GMS coding, monitoring mechanisms during implementation appear to have been less formal and systematic. There is no guidance or specific templates for assessment of gender integration in CSPs, Project Completion Reports (PCRs) or Implementation Progress Reports, allowing flexibility on what should be covered and the assessment criteria. Reviews of five actual PCRs uncovered a lack of information on progress or challenges towards achieving gender-related outputs, beyond sex-disaggregated data. Furthermore, reviews of PCRs, CSPs and internal evaluations rely on integration of gender specialists as part of review teams, who do not have a systematic approach, and are limited in timing of those reviews, their own availability and capacities. Similar to RRs, they perceive that their feedback is not integrated regularly. To report on the inclusion of gender in IDEV evaluations, the gender team monitors evaluation reports in the Bank's Document Archiving and Records Management System.

Engagement with the Integrated Safeguards System (ISS) at the project level has enhanced attention for the needs of vulnerable populations, including women.

The Bank's 2013 ISS Policy Statement notes the importance of reducing gender inequality and boosting gender inclusion as poverty, ecological degradation and gender inequalities are often strongly interrelated. The ISS requires borrowers to identify and assess environmental and social impacts and risks –

including those related to gender. Safeguard teams have indicated a limited contextual understanding of definitions of 'vulnerable household' and low-income populations, concepts they could expect to be covered in the CGPs. In the absence of a sufficient level of detail about how to address these concerns, the collaboration between the safeguards and the gender teams has been ad hoc.

Ad-hoc but promising examples of operational collaboration between the Bank's safeguards and gender team were identified.

The gender team has tried to formalize its engagement with the ISS at project preparation through enhancing research and sensitization about gender vulnerabilities and leveraging GMS-related evidence. Gender specialists have collaborated with social safeguards experts to strengthen the gender analysis included in the Environmental and Social Impact Assessment (ESIA) that borrowers submit for validation by the Bank's environmental and social safeguards specialists before Board approval. For instance, a positive collaboration between the gender experts, task managers and safeguard experts to include gender in ESIA in a sanitation project in Tunisia included the development of a plan of action. Another best practice of collaboration among teams was identified in the Sidi Abbou Dam project in Morocco where gender was included in the Terms of Reference of the consultants hired by the borrower to conduct the mandatory ESIA. However, without relevant gender expertise, the consultant's data collection did not ensure a balanced representation of beneficiaries; almost all (93%) of the people interviewed in a community to be relocated were men who were considered heads of households. Similarly, in a project in Senegal with planned relocation, instead of compensating both women and men for loss of land (men) and livelihoods (women), women's compensation was provided to their husbands to avoid "domestic tensions". In this realm, it is noteworthy to mention that national legislation drives compensation procedures; hence, land ownership and property rights would be directly related to how far the Bank advances on the agenda.

Survey data from Civil Society Organizations (CSOs) (from the recent ISS evaluation conducted by IDEV¹⁹) indicates a high level of engagement from CSOs working on gender and/or human rights in ISS processes. When asked to identify the main areas of activity, they were the second largest group (43%) after CSOs working on environment/climate change/energy. All CSOs found the ISS disclosure and consultation provisions for projects funded by the AfDB to be adequate. However gender and/or human rights CSOs were the least aware of the process to request the AfDB to comply with the ISS after having tried to resolve an issue with the AfDB's Management at the RMC level. While the gender/human rights CSOs reported requesting further information from the Bank's country office as (in)frequently as others, fewer gender and/or human rights CSOs reported being consulted during project preparation.

Gender Focal Points

In 2014, the office of the Special Envoy on Gender (SEOG) was established to increase the visibility of the gender agenda and to expand coordination of the portfolio across the Bank. In April 2015, in line with GM Operational Guidance, the AfDB initiated the program of GFPs, starting with 85 GFPs in 2015. By 2016 there were 105 GFPs across the Bank, including in the regions. However, in 2019, the GFP list remained at the 2016 level and saw a slowing of early enthusiasm, with no documented results from GFPs. The evaluation found limited reference to the GFPs or their role in GM, both from the gender team and GFPs themselves. Among cited reasons for slow traction were restructuring within the Bank and inadequate incentives.

Knowledge Management and Communication

A key mechanism for operationalizing GM and a key pillar under the GS, knowledge

management is relevant to the capacity building needs of both internal and external stakeholders. Consistent with MTR findings, initiatives around the production of gender-specific data, knowledge products and gender-specific tools are applicable to partners at the RMC level and within the Bank. Respondents to the online survey identified the following documents as most applicable in the GM context: (i) reports on GM in PARs; (ii) the Gender Analysis Annex of CSPs; (iii) ESIA's; and (iv) the GS. Notably, CGPs and Sectoral Gender Checklists scored low among survey respondents.

Meeting capacity building and sensitization needs around gender has been challenging.

Complementing knowledge management products, GFP and routine induction training for new staff and consultants and regional GMS trainings have been most consistently used in capacity building. However, the evaluation found that the content of GMS training materials was in need of improvement. In particular, the materials are: (i) marginally adapted to the Bank's, without a reference to the existing body of knowledge at the Bank - such as CGPs and sectoral checklists; (ii) in need of adaptation to Bank operational modalities - such as an explicit link to the project cycle in GMS training and induction²⁰; and (iii) inconsistent between different languages.

The Gender Community of Practice has had no identified successes.

Although launched in 2016 at the request of GFPs, the Gender Community of Practice has seen limited activity since 2017 by GFPs or others to exchange and share information, learn or support each other in order to better mainstream gender within the Bank.

As the flagship knowledge piece, the Bank's Africa Gender Equality Index is relevant to regional and global needs.

The index provides evidence on GE for 52 of Africa's 54 countries and offers a methodology to facilitate sensitization about Africa-centered gender inequalities. The following examples of its use were identified by

respondents to the online survey: (i) preparation of CSP extension for South Sudan 2012-18; (ii) mainstreamed gender indicators in a CSP results framework and CGP development; and (iii) as a source for an article by a member of the gender team. The value added of the Africa Gender Equality Index has been noted in combining issues that are not traditionally merged in similar indices, i.e. such indicators as women obtaining loans from 'a financial institution' and women's access to contraception. This illustration of critical gender gaps is consistent with the identification of gaps across CGPs and reflected in the AfDB's GS. Contrary to its aspiration to go beyond measuring gender inequality and to promote development, since its launch the index only shows data. Its methodology did not reference the CGPs as a source of related narrative linking GE and development in Africa.

Beyond CGPs and the GE Index, very few of the AfDB's knowledge or analytical products on gender are easily identifiable, accessible or actively promoted through the Bank's website or communications. The list of knowledge products under the gender theme on the Bank's website is relatively short and many date back to 2016/2017. Notably, consistent with the depth of the CGPs, most analytical pieces address structural issues around gender inequality (early childbearing, school attainment, education gender gaps). While [publications](#) under 'gender' and a link to the project evaluation report appear relevant for RMCs, Bank country teams and task managers, the presentation is not user-friendly to navigate, without a search option by country, sector, or theme.

Ineffective knowledge management underpins limited communication and low visibility of the overall gender agenda internally and externally. On the AfDB's website, 'gender' is listed under the Sectors and Topics tabs. The AFAWA page is found through the Partnership tab, without reference to Gender. Using a keyword search for 'gender/girls' in the internally

distributed AfDB Press Digest elicited thirty-three (out of a sample of 78 daily digests) references to AfDB's involvement in this area. Gender-related press clippings, both internal and external to the AfDB, focused on the launch of activities, and not on achievements or analytical and knowledge work around gender, i.e. CGPs. Several press clippings provided relevant information on structural issues around gender inequality, the SDGs on gender, relevant regional initiatives, and other relevant information for RMCs, however none showed the Bank's analytical work or involvement.

AFAWA and the Fashionomics Initiative

Special initiatives have facilitated GM and leveraged the Bank's unique position as an African institution. As both Fashionomics and AFAWA were launched in 2016, it was too early for the 2017 GS MTR to capture related learning. Related to Pillar 2 of the GS, the two initiatives reflect an outward focus, relevant to the regional and global context. Both emphasize women's empowerment, support for micro, small and medium-sized businesses, and engagement with the private sector. Recognition of the Bank's regional convening power is exemplified by the approval by the World Bank Group (WBG)'s Governing Committee of the Women Entrepreneurs Finance Initiative (We-Fi) to fund AFAWA and to co-host the first We-Fi regional meeting with the AfDB in Abidjan. The evaluation found the documented strategic links of the Fashionomics initiative to the GS and the High 5s to be exemplary, compared to AFAWA.

A significant level of resource mobilization appears to be the largest achievement of the two initiatives. AFAWA's achievements in resource mobilization include commitments of \$251 million from France under the G7; tentative acceptance of a \$90 million proposal submitted to the Ministry of Foreign Affairs of the Netherlands; and interest from the Swedish and Rwandan Ministries of Finance and Foreign

Affairs, consistent with their welcoming of the Global Gender Summit in November 2019. Fashionomics Africa has also been able to raise funding, including a \$1 million grant in support of the Fund for African Private Sector Assistance to scale-up the Fashionomics Africa Digital Marketplace. A \$1.4 million grant was also received for a study and capacity building activities on a project making the case for jewelry manufacturing alongside the mineral value chain in Sierra Leone, Zimbabwe and the Republic of Guinea. Beyond resource mobilization, the evaluation found that tangible results to date are limited to training, those being 270 people in June 2018 under the third masterclass for 'textile, apparel and accessories entrepreneurs, tomorrow's designers and startups' (Fashionomics) and 450 women entrepreneurs trained in business model development and financial planning since November 2018, under AFAWA with Entreprenarium. Furthermore, a comparatively extensive focus and communication around the two initiatives, especially AFAWA, is perceived internally as diminishing the attention and resources for other efforts in mainstreaming gender in operations. Seven out of 40 AfDB press clippings related to gender were on the Bank's involvement in AFAWA (Annex 1).

Internal Component of the Gender Strategy

A quality working environment and improved organizational culture for GE are important elements of the ToC, stemming from the inclusion of an internal component in the GS. Following the 2015 AfDB staff survey, two rounds of the Women's World Café (WWC) were organized to bring together female staff to collectively discuss and propose actions to close the gender gap within the organization. The 2015 WWC recommendations aligned with the GS. The recommendations were: (i) prioritize closing the gender gap within the AfDB and focus on enabling women to access opportunities in the work environment; (ii) strengthen accountability

mechanisms for promoting GE; (iii) revitalize the AfDB Women's Network; and (iv) promote a family-friendly environment that includes dignity and respect (free from harassment and bullying). This evaluation identified evidence of actions on the following selected recommendations: (i) appointment of GFPs across the Bank's complexes; (ii) revisions to maternity and paternity leave policies; and (iii) increased number of family days. The remainder of the WWC recommendations have not received the same traction or were not implemented in the same coherent fashion as intended, or prioritized, during WWC action planning.

The joint prioritization of advancing on EDGE Certification²¹ by the Gender Team and the Corporate Services and Human Resources Complex (CHVP) is noteworthy and highly relevant to internal needs and priorities.

EDGE is the global assessment methodology and business certification standard for GE, aimed at: (i) stronger gender balance at all levels of the organization, (ii) equal access to career-critical assessments for males and females, (iii) pay equity and improved staff ratings and family-friendly policies; and (iv) an effective framework of policies and practices in creating a culture of diversity and accountability. Notably, internally, the certification would enable the AfDB to be gender compliant in part to respond to the commitments made as part of the ADF-15 & General Capital Increase VII. Externally, the certification supports organizations to address the 2030 Agenda for Sustainable Development.

Outside of the Gender Team, internal achievements were not perceived as explicitly linked to the GS or GM processes. Since the departure of the Special Envoy on Gender in 2016, and subsequent reorganization of the gender team in 2017, the initially strong link between the two GS components was not fully sustained. This is perceived as affecting efficiency of GM in the following ways:

- Modest progress on the internal components of the GS, as illustrated by ADER indicators in Annex 12, against the corporate goal of affirmative action. Mentoring and networking platforms, and affirmative action for recruitment of qualified women have continued to be a priority as voiced under the 2019 round of INNOpitch²². Despite the success of a pilot career mentoring program for young women, 'Crossing Thresholds', it was dormant at the time of this evaluation. With missing KPIs at a management level, ensuring that women's empowerment is prioritized at the corporate level, beyond gender integration in the design of operations, is perceived as challenging.
- Several informants noted that the Bank's lactation space fell short of expectations due to limited contextual analysis, misconception and security - many addressed this in the related INNOpitch 2019 idea.
- The approved travel policy of family-support staff is not widely used, with budgeting put under sector budget as opposed to Human Resources' general budget, often cited as an obstacle.

Related to the internal component of the GS, corporate level commitment and handling of sexual harassment has not been satisfactory.

Evaluation evidence showed dissatisfaction about how sexual harassment is addressed by the Bank; this is also evidenced by the lack of a sexual harassment policy. At the time of this evaluation, the 2006 Presidential Directive N° 04/2006²³ officiated on the rules and procedures for dealing with harassment and guided handling of sexual harassment within the Bank's working environment. In 2018, the AfDB signed a joint statement on Continuous Advancement of Standards to Prevent Sexual Harassment, Abuse, and Exploitation among International Financial Institutions (IFIs)²⁴, with one of the principles focused on establishing and maintaining standards aimed at preventing sexual harassment, abuse, and exploitation and other forms of misconduct, aligned with the Bank's

GS. As of September 2019, two related efforts were ongoing at the Bank: an update to the 2006 Presidential Directive at corporate level, and a revision of the corporate commitment at operational level by the Bank's Sexual Exploitation and Harassment (SEAH) Task Force, aimed to prevent and combat SEAH internally as well as in projects funded by the Bank. The Presidential Directive update resulted in the Firm Action Plan Against Workplace Harassment and Bullying (draft)²⁵ with one paragraph on sexual harassment internally at the Bank. A corporate commitment document also based on the 2006 Presidential Directive that reflected outward-looking efforts for the prevention of SEAH in projects funded by the Bank was found as part of the [ISS evaluation](#). Consistent with the perception of poor coordination in handling SEAH cases internally²⁶, the evaluation found processes to be parallel without a clear timeline or ownership.

Facilitators and barriers to effective Gender Mainstreaming in the Bank

Building on the above discussion of the effectiveness of GM, several other factors should be highlighted, as facilitators or barriers, namely: (i) the understanding of the GEWE, (ii) the positioning of the gender team in the Bank's organizational architecture and, (iii) the role of partnerships. These are further elaborated below.

As an Africa-based institution, the AfDB is in a unique position to address regional challenges.

The AfDB is an institution with deep roots in Africa, with multiple country offices and a workforce that is 85% from RMCs.²⁷ Interview and survey data identified that Africa has pronounced, region-specific gender characteristics that influence its economic and social development. Further, the effectiveness of mainstreaming gender is thwarted by sub-regional variations in the views on gender roles and norms, as well as those between the global South and North. That cultural influence was concretely identified through specific mindsets inside the AfDB and at the RMC levels. For example, there is limited awareness

of gender as an important criterion in interventions, and limited appetite for and knowledge about how to identify, address, or measure, women's and men's access to and control over resources. At the same time, there are examples of how the regional composition of the staff and grounding on the continent have been leveraged, either more or less explicitly, e.g. in CGP development, design and roll-out of Fashionomics.

There is limited internal agreement on what is gender inequality, and awareness of it. Interview and survey data show that internal staff have various definitions on gender equality and women's empowerment, and various understandings of the relationship between the two components. This contributes to divergent views on the appropriate role of the AfDB in promoting GEWE with RMCs, and untold operational implications of GM. For example, the quality of gender training, like the one during induction of new staff, is not of consistent quality and depth.

The dominance of male staff at professional levels, and consequently in RMC engagements in country teams, is an inhibitor to effective GM, as suggested by the interviews and online survey. There are lower proportions of women in professional level positions and operations (see Annex 12), which translates to male-dominated country teams. For example, in an all-male country mission, the presence of one woman and/or a (mostly female) gender specialist does not often invite prioritization of gender agenda at the CSP and other country-level engagements.

Opinions on facilitating or inhibiting positioning of the gender team in the Bank architecture are conflicting. The initial location of the SEOG under the Corporate Services complex emphasized the cross-cutting nature of gender and enhanced presence of gender agenda in the Bank. The creation of the AHGC in 2017 within the framework of the DBDM followed the merger of SEOG office with the Gender and Civil Society Division. Currently, AHGC is placed

under the AHVP complex. Like the SEOG, the current leadership of the gender department has effectively leveraged contacts with the Bank's President, and the international community. However, the internal buy-in across operations and a corporate level appears limited. The evaluation found a persistent perception that gender issues are owned by the gender department. On the positive side, the design and implementation of the two cross-sectoral initiatives, AFAWA and Fashionomics Africa, has not been impacted by where the team sits, however their profound implementation has a potential for roadblocks due to a view that the ownership of gender issues lies within the gender department. Its location under AHVP complex was seen as a deterrent particularly for internal component of the GS, especially issues related to human resources, which are under the purview of CHVP as part of the AfDB People Strategy (2013-2017).

Prioritization of agriculture by SEOG and a consistently high share of agriculture related projects have not translated into adequate attention to the structural issues in GE, namely land rights. Consistent with GS Pillar 1, the 2015 launch of the report on 'Economic Empowerment of African Women Through Equitable Participation in Agricultural Value Chains' by the SEOG²⁸ signaled a prioritization of agriculture for GM. Evidence across all CGPs shows that almost all (24 out of 25) included a section on agriculture²⁹ and a quarter of those (25%) covered land rights. Both PAR gender reviews (2013-2017) and GMS-marked projects in 2018 were predominantly in agriculture. However, analysis of PARs and GMS gender coding³⁰ shows that attention to gender was not in the context of Pillar 1, related to land rights, but rather Pillar 2, which focused on women's economic empowerment. Survey responses indicate agreement between the gender team and other respondents about relevance of addressing property rights, including land rights, however with limited feasibility. There is little consensus on the importance of improving tenure security.

The Program Based Operations (PBOs) option to engage in a policy dialogue on gender issues has not been extensively utilized.

According to the 2012 PBO Policy, PBOs form part of a 'package of support' including analytical work to inform technical input, policy dialogue and capacity support. The Bank's operational definition of GM directly references policy space, and although limited, evidence points to the recognition and awareness of the policy and legal issues thwarting GE, e.g. property and land rights. Learning from this evaluation aligns with the findings from the 2018 Evaluation of the AfDB's PBOs. The PBO evaluation found the Bank to be underperforming in effective policy dialogue, despite its strong position as a trusted partner, or regional convener as cited during data collection for this evaluation. Many of the deterring factors for limited performance in PBO space by the 2018 evaluation, could apply to GM at the RMC level. Despite ambitions under the GS, the Bank's institutional set up, the lack of clarity on who is responsible for policy dialogue on GE, coordination, as well as limited human resources have had implications for the Bank's capacity building around GM and the influence or added value of GM to comprehensively promote GEWE in country reform paths, including in an enabling business environment. The evaluation found no reference to the AfDB and the gender department leveraging the Bank's position as a regional convener and trusted partner to tackle policy related challenges such as women's land rights issues (pillar under GS) or a join-in with comparators. Several stakeholders cited the case of prohibition of pregnant girls attending school in Tanzania when the World Bank decided to recall the loan approval.

Special note should be made of the role of internal and external partnerships in mainstreaming gender in the AfDB. As an example, cross-cutting themes in the Bank's TYS, gender and climate change teams share challenges of mainstreaming their agendas and

have thus engaged on various occasions. In late 2018, processes to formalize the relationship between gender, climate change and ISS teams during project/program phases commenced in the Bank's Regional Directorate General for Southern Africa.

The joint results of a strong partnership between gender and climate change teams respond to both external and internal priorities and reinforce the notion of the Bank's convening power.

Examples such as the 24th Session of the Conference of the Parties to the UN Framework Convention on Climate Change (Conference of Parties 24), and 'Linking Land Degradation Neutrality Targets with Nationally Determined Contributions through Gender-Responsive and Transformative Projects/Programs' have all produced analytical and strategic documents (see Annex 16) and have increasingly boosted the Bank's position as a convener on climate change and gender. Joint knowledge generation and capacity building included 'Mainstreaming Gender in AfDB Energy Operations'³¹; 'Energy System Transition: A Pre-feasibility Study on Business Opportunities for Women in a Changing Energy Value Chain in West Africa'; and a workshop for policy makers on 'GM in Climate Change Policies, Plans and Strategies', and 'Training manuals on climate change and gender in policies and climate negotiations'. Furthermore, the Southern African Development Community informally requested the Bank's support in the development of a Gender and Energy Strategy for the South African region, building on formal discussions concerning the Bank's support for energy sector women's empowerment programs, which have not been funded.

The collaboration between AHGC and the Human and Social Development Department has been fruitful and strategic in increasing attention to human development with an eye for equality. This is in line with the view that gender is a means to an end³². Examples of strategic leveraging of resources have included:

- Design and implementation of Jobs for Youth in Africa Strategy, launched in 2016, with a gender lens.
- In line with Pillar 3 of the GS, 'support for education', including support for STEM-based curriculum³³. The gender team and the Human and Social Development Department co-designed the flagship Coding for Employment program, organized by the Bank and Microsoft Philanthropies.
- Ongoing discussions between the two departments related to affirmative procurement.

External partnerships have been effective in bringing financial and knowledge resources for GM and strategically positioning the AfDB in the gender domain. Examples of effective partnerships include:

- Based on a 2016 Memorandum of Understanding (MoU) with UN Women, the engagement included the '2018 CGP for Cabo Verde', 'Methodological Guidance on Elaboration of Gender in Project Operations in Cameroon, 2016', and 'Workshop on Mainstreaming Gender into Procurement in 2019'.
- In 2019, the Bank partnered with the International Committee of the Red Cross to accelerate GE, build resilience, and provide improved economic opportunities in fragile countries³⁴.
- Delivery of trainings under AFAWA was facilitated by a partnership with the Entreprenarium Foundation.
- A significant level of partnership has been in the works under the Fashionomics initiative, but none formalized.

The gender team indicated that only two MoU documents had been signed (UN Women and International Finance Corporation), partially due to extremely lengthy and bureaucratic processes around MoU signatures at the Bank. Based on positive

collaboration with UN Women, the gender team has found the approach useful in providing clarity on roles and outputs. While the Bank's current gender senior leadership effectively leverages contacts with the President and international community, a weak internal buy-in within the Bank was cited by AHGC leadership, resulting in limited ownership of the gender agenda at the corporate and RMC levels.

Efficiency of Delivering on Gender Mainstreaming

GM requires specific resources, human and financial resources, additional gender expertise, continuous sensitization and capacity building.

Overall evidence aligns with the findings of the 2017 MTR, which rated the efficiency of its implementation as 'modest/negligible'. Most recommendations in Annex 12 are 'ongoing' in terms of their status and data. The GS targets in Annex 15 are noted as 'modest and steady progress'. The arrival of the gender team's monitoring expert in 2018 resulted in selected process indicators under the GS results framework being reported. Beyond ADER data, measuring progress in each of the three gender pillars has been limited. Analysis of the efficiency in this evaluation illustrates that selected results have been achieved with limited internal or leveraged resources.

Implementation of the GS, and broader GM, has been mostly inefficient.

Certain elements of the GS and resolutions from the two rounds of the 2015 Women's World Café saw the most delays in EDGE Certification, which started in 2018, and AFAWA, with a designated SAP code in 2019 only after launch in 2016. At the time of the writing of this report, the development of the new Africa Gender Equality Index was ongoing, although engagement between the AfDB and UN Framework Convention on Climate Change started in 2017. Perceptions among respondents suggest that governments at the RMC levels have not been as amenable to allocate sufficient funding for GM to measure and track gender indicators or to conduct in-depth gender analyses.

A combination of delays in rolling out the budget and GS planning within the first two years, a departmental merger, a change in leadership and the repositioning of the gender team within the Bank, did not allow for efficient GM. Furthermore, efficiency was hampered by a perceived lack of guidance and structural processes for GM across the relevant Bank units. Designation of resources is at the discretion of task managers and other individuals involved at various levels of the Bank's hierarchy. While grant funding has been considered for RMC-level support to projects, they may not be easily ascertained as to the point of presenting the PAR to the Board for budget consideration.

Created in 2017, the AHGC's gender experts at HQ averaged ten individuals, including staff and long-term consultants.³⁵ The gender team includes the AHGC staff and nine gender specialists, mapped to regional offices, who do not formally report to AHGC. Findings from the online survey and interviews identified the overall positive and effective delivery on the role of gender experts at HQ and in the regions across a range of activities included, but not limited to, the CSP development processes, Country Portfolio Performance Reviews, and GM in national development plans with the authorities. A few specific examples include the gender team crafting the PCN, 'Appraisal of the new Eastern Corridor Road Project', the 'Accra Urban Transport Project', the AFAWA 'GCF project' and the Ghana 2019-2023 CSP were praised. A gender expert was also involved in the preparation of a joint gender and evaluation workshop with IDEV. Although survey results were mostly positive, several respondents indicated challenges engaging with the gender team. Three cited reasons included: (i) gender experts were not always available for project identification and supervision missions; (ii) a varying depth and breadth of gender expertise in sectors; and (iii) a limited analytical capacity to assess a risk of endangering men as a result of using the gender lens to support women.

Financial resources for comprehensive GM are perceived as insufficient. Similar findings were identified in the 2017 MTR results and Multilateral Organization Performance Assessment Network study. Obtaining formal information on funding arrangements for GM at the Bank is complex due to gender being one of the cross-cutting issues. Aside from events and special initiatives, detail on GM in project budgets is sparse. Furthermore, the Bank does not currently have standard budget coefficients to provide adequate budgets and well-resourced teams for project preparation and supervision. This should allow the balance of workloads of not only task managers, but also technical supporting roles, such as gender specialists.

The evaluation found limited consensus on the effect of the DBDM processes on the effectiveness and efficiency of GM. The DBDM facilitated bringing much desired knowledge and expertise on gender closer to operations and decision-making, opening up funding for gender activities by regions and sectors. At the same time, decisions to fund the position of a gender specialist and its specific location within the regional team, is at the discretion of regional management, and thus not consistently applied across regions. Furthermore, reporting lines of gender specialists in the regions fall under regional operations-focused structures, instead of the HQ-based gender team. As such, integration of the gender advisors and strategic and holistic GM in the regional teams has been thwarted by focus on sectorial, project-specific work.

Internal and external partnerships have helped limit funding challenges. In addition to the partnerships discussed above and in line with the GS, the Gender Equality Special Fund³⁶ (GESF) was conceptualized to centralize and make resources available to comprehensively mainstream project level support, balance sectoral distribution, and, overall, ensure consistency of budget support for gender-related activities.³⁷ In the absence of GESF, several existing bilateral trust funds were used to implement gender activities. Including but not limited to:

- The Canada Trust Fund funded training of 112 GFPs in 2015 and development of a gender 101 online course (pending launch by CHHR³⁰).
- The UK's Department for International Development trust fund supported capacity building of task managers on gender and infrastructure, energy, transport and ICT, and mainstreaming gender in selected infrastructure projects.
- The Sweden Trust Fund supported the development of the GMS.
- The Finnish Trust Fund financed an M&E consultant and the MTR of the GS.
- Norwegian Trust Fund funded 'Women in agricultural value chains: under Bank's supported Gender Responsive Agriculture in Africa) in collaboration with AWARD'.
- Initiatives under the Korean Trust fund, i.e. 'Gender and Resilience: Inclusive Climate Change Adaptation for a Sustainable Africa' and 'AfDB Technology Incubation Program: A Gendered Approach'.

Catalytic Effect and Sustainability

The evidence of tangible catalytic effects of the Bank's GM efforts, both internally and externally, is limited, even though the GS has formally ended. Despite the above mentioned challenges to efficiency and effectiveness, the evaluation found that the following results have already been catalytic or have a high potential for catalytic effect:

- The progress towards EDGE Certification, is promising. As the leading global assessment methodology and business certification standard for GE, based on the 'what gets
- measured gets done', will help the Bank join the ranks of compliant institutions and satisfy certain donors' requirements.
- Publicly available documents by the Bank and UN Women are likely to have an impact beyond their shelf life. As one of the very few examples of an active partnership, they can pave the way for reviving other partnerships with existing MoUs or signing new ones to advance the GM agenda. Furthermore, this joint knowledge generation between the AfDB and UN Women, two strong institutions with different implementation mechanisms and comparative advantages, has a potential to facilitate the use of knowledge for external advocacy at the RMCs levels for GE. However, this will not be achieved without reflective learning and sharing of lessons learnt within the Bank and elsewhere.
- While at early stages, AFAWA's catalytic effect is already in place, illustrated by a commitment from the We-Fi and a 2019 financial commitment package of \$251 million USD by the G7. Its potentially catalytic effect on women's empowerment is aligned to the GS, and the Bank's operational modalities and mandate. The Bank's position as an implementing partner for We-Fi has the potential to catalyze on its role as a regional convener and show leadership. However, a truly holistic "One Bank" approach would be required to effectively deliver as proposed with a focus on the areas of access to finance, technical capacity and the enabling environment.
- The Global Gender Summit, co-organized by the Bank and the Government of Rwanda, held after finalization of this report, promised to further enhance the role for the Bank as a convener.

Although with limited considerations for sustainability, many catalytic accomplishments are likely to have a sustained effect on GM at the Bank, this is due to:

- Early outputs from the engagement in the internal and external partnerships are already visible and contributing to a relevant and effective GM. Lessons from partnerships with Safeguards and Human Development teams for external GM, as well as collaboration with CHVP/CHHR for the internal component, such as EDGE, and an anti-bullying policy are likely to be sustainable.
- Noteworthy results from the ongoing partnership with the Climate Change team serve as a perfect example of leveraging opportunities for mainstreaming cross-cutting themes. While the outcomes are too early to assess, it may have potentially helped the Bank to position the gender agenda at the Conference of the Parties to the UN Framework Convention on Climate Change.
- Building on the successful engagements between the environmental and social safeguards and the gender team has a high potential for addressing GE and the rights of vulnerable populations. Linking evidence emerging from various tools (CGPs, ESIA) and expertise from both teams can facilitate a more rounded approach and added depth and better 'optics' of bringing gender into the 'compliant' area.
- The approaches to the development and depth of CGPs can be considered catalytic. The 'sense-making/stakeholder input/feedback' exercise during CGP development has also contributed to building and formalizing GE-related evidence on the needs of RMCs.

Such evidence could be used by the Bank for internal and external GE advocacy for funding and evidence-based programming. High quality of CGPs have the potential to ease the work of gender specialists.

Despite the formal completion of the GS (2014-2018), at the time of this evaluation, the overall assessment shows limited systematic considerations for sustainability, namely:

- The reviews by gender specialists during project preparation (RR and GMS) should facilitate effective gender-informed project designs and subsequent M&E during implementation. Precise articulation and sensitization of the two processes and adequate support for borrowers during implementation would enhance implementation and sustainability of results.
- Building on the Bank's sectorial priorities, among many, gender-mainstreaming in transport, infrastructure and agriculture projects has important and long-lasting benefits. But the benefits must be intentionally built into the design and must be consistently monitored, with side effects mitigated using safeguards systems, for sustained effects on GE.
- The early effect of gender specialists in the regions has a high likelihood of bringing more positive effects, although not likely to meet all the needs of task managers and RMCs.

Selected other achievements discussed throughout the report can build into sustainable and effective practices with a potentially catalytic effect. However, many are too early to consider (AFAWA, Fashionomics Africa) or do not have documented evidence of tangible results beyond training data.



Evidence from Comparators about Gender Mainstreaming

Consistent with the evaluation design, external evidence comes from twelve comparator organizations³⁹ selected according to the exclusion/inclusion criteria (Methodology in Annex 1⁴⁰). The core evidence comes from the 2015 EBRD review of IFI experience in mainstreaming gender. The EBRD review highlights achievements and identifies areas for further attention to consider in this evaluation. The EBRD document summarized seven areas of GM progress across IFIs and comparators:

- 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 focusing 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 human resources systems.
- Quantified corporate commitments on gender results upon 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 GM mechanisms and tools include: GFP/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.

The most recent evidence from the same and additional institutions selected according to the inclusion criteria echoes and complements the findings above. The findings and conclusions will be explored next.

Gender Policies, Strategies and Implementation

The 2015 EBRD synthesis notes shifts in the rhetoric among MDBs⁴¹ and other development organizations since 2010⁴² from an initial focus on creating the components to mainstream gender within the organizations through ‘gender architecture’ and today, the same organizations having started outward-looking initiatives that are more transformative and far-reaching in their impact. These shifts have brought about Gender Policies and Gender Action Plans with specific procedures and activities that aim to achieve impact and lead to intended transformational outcomes.

Narrowing, and eventually abolishing, the gap along the gender policy, strategy and implementation continuum is seen as key to successful GM implementation; with a critical role for comprehensive operational guidance and a strategy that links policy commitment to gender with mainstream gender⁴³. Furthermore, a properly conceptualized GE strategy can provide a powerful

guideline for the implementation of GM. Having a GE strategy in place provides relevant managers with direction and focus. The mapping of existing policy frameworks in selected comparators (see Annex 4) and related evaluative evidence show that GM policy and operational guidance documents typically include dual objectives of: (i) purposeful operations whose principal objective addressed GE and/or women's empowerment; and (ii) mainstreamed gender considerations throughout all operations, with different levels of depth (as part of the operations' outcomes, outputs or activities). However, translating the strategy in a meaningful way to team members has been challenging, due to internal and external barriers.

Internally, the following factors influence GM implementation: (i) the existence of a clear and active internal gender policy or strategy; (ii) clear communication of that guidance document is needed; (iii) the organization's gender architecture needs to reflect gender commitments. This includes commitment from management, and systems and processes to facilitate the gender agenda, and human and financial resources. Further, it is critical to have a situational analysis that informs a clear ToC. Evaluative evidence points to the need for sound ToCs, with valid assumptions, based on a situational gender analysis (i.e. informed diagnosis). Often, interventions do not take into account the structural inequalities that are pre-existing (e.g. lacking property and land rights, access to education) and cannot be addressed by surface interventions. These structural inequalities need deeper, longer-term and more strategic interventions, which entail participatory processes and relationship-building.

For decentralized operations in particular, the following approaches were found to enhance reach and effectiveness of GM: (i) shifting from 'planning-as-one' to implementation-level 'delivery-as-one' on key GM commitments; and (ii) establishing and agreeing on a common understanding of the macro frameworks and associated narratives around GM to support interventions.

Other commonly identified barriers to GM among comparators include: (i) a 'mismatch' between GM-related policy commitments and organizational capacity to deliver, (ii) the often-piecemeal approach to GM, (iii) overly-ambitious strategies that negatively influence the sustainability of GM; and (iv) weak M&E.

Senior Level Commitment, Accountability Mechanisms and Ownership

The synthesis of evaluative evidence identified five key thematic factors that are critical for effective, efficient and sustainable GM. These are outlined below.

Committed and engaged senior management, visibility in resource allocation and accountability throughout project and human resources systems. External (operational) gender-driven strategies must be combined with an internal (institutional/organizational) gender agenda that demonstrates senior management's commitment. Reporting was seen as an important accountability mechanism, while GM-reporting and accountability systems lacked actionable guidelines to inform data collection, analysis and reporting. If GM reporting occurred, it tended to take place in parallel to main reporting and subsequently produced inadequate, limited, or no reports, with no one held accountable. GM-related reports were often poor quality and biased towards successes. Evidence from the AfDB and the EU points to weak systems for Gender Action Plan reporting and accountability are 'symptomatic of the low priority that GEWE has received in practice'.

Performance assessments that include gender monitoring and accountability. GEWE performance indicators are not usually integrated into human resource procedures and internal reporting. Inclusion of gender considerations into performance assessments (KPIs) and giving prominence to such aspects of staff's work by senior

management enhances GM progress. For example, an annual gender award or an annual report on the implementation of the gender policy to show results and progress⁴⁴ improves monitoring, accountability, and the implementation of GM.

Policies supported by action plans with dedicated budgets. Although IFIs recognize the importance of budgetary allocations and dedicated financial resources, only one of the six IFIs in the EBRD study reported that this had been fully implemented⁴⁵. One IFI was positive about the resources assigned to the Gender Action Plan allowing additional resources for operations teams and for building evidence to support the business case.

Human capacity to implement internal and external gender commitments. A dedicated senior gender specialist is not enough to build wider staff competencies and capacities to support GM. Low levels of expertise, for example in Gender Equality and Social Inclusion (GESI), was found to result in inconsistent analyses that then leads to inappropriate program responses. Detrimental effects of inexperienced and untrained gender specialists, for whom gender is an added responsibility, results in poor GM and a lack of support and buy-in from colleagues and management.

Systematic inclusion of gender issues in the Environmental and Social Safeguards frameworks. In the AfDB 2013 environmental and social safeguards system, gender is integrated under “vulnerable groups”, to be protected against adverse disproportionate impacts. Such groups may include female-headed households, disabled or indigenous peoples and others. IDEV’s Evaluation of the ISS has found that MDBs have recognized safeguards frameworks as effective GM in the project design. For example, the IADB’s safeguard screening system contains a gender module, and a gender consultant provides direct technical support and training to identify gender risks in projects. The European Investment Bank requires the promoter

(borrower) to ensure that compensation and income restoration measures are implemented without discrimination based on gender, race, ethnicity, disability or other prohibited grounds. In 2019, the World Bank developed technical guidelines for GM at all stages of the resettlement process in projects.

Gender Mainstreaming: Funding or Sectorial Approaches

The synthesis identified how different approaches at different levels influence, to a certain extent, GM.

At the operational level, GM is most often considered the means to an end. Although gender strategies tend to call for institutionalizing GM, IFIs increasingly seek gender results in specific sectors. The sector focus contributes to improved capacity and improved recognition of how integrating gender into operations is useful. Selected examples of GM engagement show the following:

- Sectors such as education, health, nutrition, agriculture, water supply and sanitation, and rural development are often considered ‘gender-sensitive’; they provide entry points for GM and comparatively high gender-related achievements. There also seems to be much value in combining practices across sectors 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.
- Infrastructure, transport, energy, program loans, and private sectors performed the poorest. These sectors are not considered as gender-sensitive, and provide different entry points for GM. Infrastructure, transport and energy were cited as having the potential to facilitate GM.
- Many IFIs focus on operations in the public sector initially to gain traction and awareness on gender with tangible results translating gender

commitments to operations in the public sector. Increasing attention and commitment to do so in private sector operations is balanced with increased interest from clients⁴⁶.

- High numbers of reported women beneficiaries in many projects result from generic blank quota-based targeting and not deliberate context-specific targeting strategies.

At the policy level, a transformative approach is important.

Important legal and policy constraints were effectively addressed through engagement with government and gender machineries, including women's organizations, or networks at local and national levels. The Asian Development Bank (AsDB) and the International Fund for Agricultural Development (IFAD) demonstrated that various financing and engagement 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-related benefits of projects are complemented by policy and institutional systems with a gender perspective. PBLs are being used to develop GM measures and gender-responsive budgeting processes at various levels of government; as such they play a unique role in pursuing policy and institutional reforms that can contribute to gender outcomes. A combination of projects and PBLs - appears to be an effective modality to deliver on a gender agenda. Integrating gender-related policy triggers and milestones in PBLs requires informed policy dialogue with governments to determine where loans can add the greatest value in GM. Early learning from Results-Based Loans showed promise in generating gender benefits.

At all levels, the combination of various GM approaches appears challenged by context and institutional specifics. AsDB and IFAD evaluations identified a long list of structural constraints across sectors to include: (i) freedom from legal discrimination; (ii) social norms that may negatively influence their context; (iii) risk of

GBV; (iv) addressing education and skills gaps; (v) access to information and networks; (vi) power in the household allocation of resources; and (vii) time constraints with regards to caring for household members. While recognized as cross-cutting themes, attention to violence against women and women's voice were found to be under-represented in such sectors as infrastructure and energy, climate change and sustainable development.

Availability and Use of Relevant GEWE Evidence, including from M&E

Contextually relevant GEWE evidence is essential to support deeper, longer-term and more strategic interventions. Even when GEWE evidence is available, either from monitoring data or country and sector-specific gender analysis, its use is limited. For example, there is limited use of country-level contextual analysis, which further weakens strategy and program relevance and undermines the ability to achieve significant GEWE results. Limited monitoring and ad hoc communication of gender results from a country level limit the understanding of GEWE to inform country strategies, resulting in missed opportunities.

Evidence needs to come from robust and comprehensive M&E systems. Most M&E systems are not designed to measure transformative change, i.e. when the infrastructure targets include requirements for sex-disaggregated data, the assumption is that output based targets (infrastructure works delivered) would automatically lead to intermediate outcomes (time savings by women and girls) and to medium- or long-term goals (women's empowerment and GE). The following four consistent challenges for gender measurements were identified: (i) gender indicators are often limited to education, health and water infrastructure development projects where sex-disaggregated targets are easier to identify; (ii) gender indicators are often adapted from national targets and reporting progress on them is often uneven and delayed; (iii) indicators often

only focus on the number of activities, not their results; and (iv) gender-sensitive indicators are not sufficiently integrated into results frameworks.

Learning and KM practices were increasingly highly valued, although the consistency of basic definitions was an issue.

Across comparators, managing and understanding gender information had challenges, which emanated from the lack of, or multiple, definitions and meanings of key concepts (e.g. empowerment). Lacking strategic knowledge generation and management and communication of results hinder critical learning about GM. Evidence from comparators shows the importance of learning from within the institution and from others. For example, gender analysis at the project level is an area of progress, whereas learning and the use of those documents for integrating gender at the country strategy level was not as effective. Currently these spaces and platforms are rarely available.

Partnerships and Inclusive and Participatory Approaches

Three themes emerged with regards to partnerships and inclusive and participatory approaches.

Various kinds of partnerships play an important role in gendered programming.

Partnerships between different types of entities,

private-public collaboration, country and regional level cooperation, and partnerships among development partners result in important contributions to GM and advancing GEWE in global and national development frameworks. Forming useful partnerships requires comprehensive policy frameworks for strategic partnerships. While having partners is recognized as important, engaging with policy makers on GEWE at national and local levels is rare.

A combination of upstream and downstream participatory and inclusive approaches enhances project design for gender-inclusive results.

When combined with specific strategies to target women, these approaches are effective in facilitating gender-inclusive results. Downstream approaches that engage women and their communities assist with the achievement of gender-inclusive outcomes. Upstream participatory approaches enhance ownership and engagement with government representatives and policy makers, which will carry GEWE priorities from the project sphere into the policy sphere. Although the approach is unlikely to address the root causes of gender inequality and/or transform gender roles.

Working with men to change gender roles was found to be highly effective.

Using culturally sensitive and participatory approaches to discuss GEWE with men and traditional leaders helps to shift mindsets when they build on existing power relations (rather than challenging them).



Learning and Considerations for Gender Mainstreaming and the New Gender Strategy

To address the evaluation objectives and questions, this section is split into two parts. The plethora of evidence has provided lessons that will support management decisions on how to strategically leverage holistic, comprehensive, relevant and effective GM. These are highlighted in the first part. The second part provides specific points for consideration for the new GS.

How to Enhance the AfDB's Approaches to Gender Mainstreaming

Stemming from evaluation findings, 2017 MTR recommendations and lessons from comparators, the Bank can enhance GM by building on existing strengths and expanding efforts with a sharper scope, to mitigate weaknesses and better leverage its mandate. The following elements can strengthen GM to better leverage the AfDB's mandate for GE in Africa.

Suggested actions require deliberate interventions at different levels, direct engagements between teams and complexes, and changes that could be outside of scope of the gender team and the AHVP complex. The power to make changes lies elsewhere in the AfDB and requires commitment from all stakeholders.

The following key lessons from comparators, including evidence from a 2015 review of International Financial Institutions' GM practices by the European Bank for Reconstruction and Development and evaluative evidence from eleven organizations, are important to consider:

- The presence of a well-grounded and comprehensive strategy that drives the operational gender agenda and links commitments on gender to implementation is critical for effective GM, to avoid a piecemeal approach to GM and for sustainable and far-reaching results.
- Committed and engaged senior management, visibility in resource allocations and accountability throughout project and human resource systems advance GM.
- Gender Focal Points and gender specialists within operations advance progress in GM.
- International Financial Institutions increasingly seek gender results in specific sectors. The increasing sector focus contributes to improved capacity and improved recognition of how integrating gender into operations is useful. Attention to structural constraints across sectors, violence against women and women's voice and agency tend to be under-represented in sectors such as infrastructure, energy and climate change.
- For deeper, longer-term and more strategic interventions, contextually relevant GEWE evidence, derived from robust M&E, is essential, i.e. qualitative impact stories (and their business case) and documenting and disseminating results with operations teams and clients to inform gender responsive investments.

- Quantified corporate commitments on gender results upon exit (as well as at entry) make a difference.
- Both downstream and upstream GM approaches require cultural sensitivity to discuss GEWE with men and traditional leaders, to shift mindsets, instead of building on existing power relations.
- Formal and strategic partnerships between different types of entities at different levels as well as inclusive and participatory approaches contribute to advancing GEWE and GM at global and national levels.
- Consider modalities and entry points such as enhancing GM in private sector operations and combining projects and Policy-Based Loans for integrating gender-related policy triggers through policy dialogue with governments.

Building on evaluative findings and lessons from comparators, the Bank can enhance GM by building on existing strengths and expanding efforts with a sharper scope, to mitigate weaknesses and better leverage its mandate. Suggested actions require deliberate interventions at different levels, direct engagements between teams and complexes, and changes that could be outside of the scope of the gender team and the Agriculture, Human and Social Development Complex.

Clear senior management commitment at the corporate and sectoral levels should be supported by internal accountabilities, adequate resourcing and visibility. This calls for enhanced commitment to, and visibility of, an inclusive approach to inward- and outward-looking gender-related efforts, e.g. update of the 2006 Presidential Directive on harassment, quantifying the annual administrative budget for gender issues, and piloting of Key Performance Indicators and reward systems that foster motivation and accountability.

Continuous and consistent attention to and sensitization about the value-added to the Bank of the following corporate gender commitments and practices would enhance meaningful and sustainable GM-related results:

- Reactivate the network of Gender Focal Points and their community of practice.
- Complete the EDGE certification processes and sensitize staff, starting with Gender Focal Points.
- Revive the “crossing thresholds” program and enhance mechanisms of affirmative action on employment of women.
- Address the issue of spousal consulting and employment in a transparent manner.
- Review and solicit funding for the 2019 INNOpitch ideas from gender and other tracks.
- Proactively seek, leverage and maximize opportunities for capacity building, learning and sensitization about gender in sectorial and corporate trainings and meetings.
- Enhance information sharing and joint planning to build on and expand engagement with teams on the crosscutting and relevant issues: climate change, civil society engagement, governance, fragility, etc.

All entry points for GM in the project cycle need to be strategically used for maximum impact:

- Consistent with roll-out of the GMS, a clear mapping of all existing GM entry points (across the project cycle) would enhance the ability to collect, collate and use gender-focused evidence across operations.

- Quality gender-related diagnostics (from CGPs, sectorial checklists, comparators' documents and Environmental and Social Impact Assessments [ESIAs]) can be used to find entry points that facilitate evidence-based project design and implementation, and subsequently develop evidence-based ToCs at the start. Participatory ToC development would permit the thorough interrogation of the intervention's feasibility and its underlying assumptions.
- Multiple and complementary interventions that consider changes in gender roles and relations should inform sectoral approaches. Acknowledging the differences in how the intervention influences women versus men, and how men can influence the project to promote gender equality, in project designs is needed.
- Complementary and mutually-supportive capacity building activities and trainings about integrating gender into the Readiness Reviews and the GMS processes would enhance coherence and effectiveness.

Enhance the consistency and depth of Country Gender Profiles, their marketing and internal/external use.

Comments from the gender team during the Readiness Review stage should be considered for project approval.

- Strategic integration of the GMS into project design would enhance the quality of the gender dimension in the Readiness Review.
- In line with the GMS Guidance, contextual analysis of the root causes of gender inequality is needed as a minimum requirement and as the key determinant underpinning the GMS rating.
- Obligatory involvement of the gender specialist at the Project Concept Note and Project Appraisal Report stage in the development of the ToC and/or project results framework would improve their gender responsiveness.
- The CGPs should explicitly identify vulnerable populations for the Bank's inclusive growth agenda.
- In order to ensure the integration of the CGP findings into CSPs/Regional Integration Strategy Papers and project results frameworks, aligning timelines and processes between the development of CGPs and CSPs is key.
- Clear inclusion of CGP findings in all relevant strategic documents related to RMCs and relevant to CSPs and Bank sectors.
- It is necessary to increase communication and marketing of CGPs within and outside the Bank. Special targeting is recommended to the Safeguards Team, including during development of ESIAs.
- It would be useful to coherently link and cross-reference the CGPs and the Africa Gender Index.

Consistent with the GS 2014-2018, knowledge management should be more strategic and deliberate to facilitate effective learning, decision-making and communication of GM achievements, results and challenges for operations and sensitizing Bank staff and RMC partners. This can be operationalized by:

- Developing a strategy to manage information on and communicate gender results, strengthening and developing mechanisms for extracting GM-related lessons, potentially through the Gender Community of Practice.
- Strengthening engagement with the Macroeconomic Policy, Forecasting and Research Department to identify knowledge gaps and undertake data collection and analysis, capacity building and joint dissemination of evidence around gender equality.
- Disseminating evidence around structural drivers of gender inequality e.g. by scaling up tested interventions proven to close gender gaps.
- Conducting practical mapping exercises to inform the GS and enhance completed and ongoing gender-related analytical work. Using this report's bibliography as a starting point, create a database to facilitate internal learning, capacity building and external communication. Consult sector and regional departments about information needed to better integrate gender at program and project level.
 - Compile and disseminate an online list of external resources such as checklists and other useful tools for task managers, country economists and other stakeholders.
 - Map gender gaps and identify recommended interventions from CGPs, to be compiled and made available to country and task managers.
- Reviving the Gender Community of Practice to share information and promote gender equality across the Bank. Enhance gender-related training with learning from the GMS, CGPs and ESAs, to enhance CSP development.

Further augment and formalize funding arrangements for resource mobilization.

- Finalize development of the Gender Equality Special Fund.
- Leverage the partnership with UN Women, for both their comparative advantage and policy engagements.
- Enhance gender integration in Program-Based Operations. Revisit the 2010 Checklist for GM in Governance Programs and the 2012 Program-Based Operations Policy to explore entry points and enhanced strategic engagement with development partners and civil society at the RMC level on policy issues.

Strengthen and formalize the internal partnerships of the Gender, Women and Civil Society Department with the Safeguards, Climate Change, and Human Resource departments:

- Advance the initiative by the Bank's Regional Directorate General, South, on addressing crosscutting issues during project/program phases by the Environmental and Social Safeguards officers, Climate Change and Green Growth officers, and Gender officers for subsequent piloting and scale-up.
- Building on CGPs and ESAs, arrive at a definition of gender and vulnerable populations between the Gender, Civil Society, Compliance & Review and Human Development teams.

Strategically leverage DBDM processes to align with regional and global priorities by visibly and strategically linking the Bank's gender agenda to the Sustainable Development Goals to enhance framing and optimal accountability at the RMC level.

- Appropriately scope context-specific GM, to align with CSP/Regional Integration Strategy Papers processes.
- Revisit reporting lines within the gender team and between regional gender specialists and those based at Headquarters.
- Shift from 'planning-as-one' to DBDM-driven 'delivery-as-one' on key GM commitments; this would require a common understanding of the definition and associated narratives around GM to support coherent and context-specific interventions through decentralized operations.
- **Gender gaps and priority areas identified across CGPs and gender analyses would facilitate customized approaches to addressing Africa-specific GEWE challenges.**
- **Maintain the structure of the GS (2014-2018), which includes both internal and external components, with a more streamlined and sharper focus.** The ambition and the resulting scope of the pillars need to be grounded and feasible, considering facilitating and inhibiting factors for GM.
- **Four pillars are recommended for the new GS.** Framing along the implementation priorities of AFAWA (access to finance, technical assistance, and enabling environment) would leverage the Bank's mandate, operational modality and comparative advantage to address gender-related challenges. Specific considerations for each pillar are as follows:

Key Points for Consideration for the new Gender Strategy

In developing a new GS, the AfDB may wish to consider the following nine themes, many of which were identified by this synthesis exercise and the in-depth MTR of the GS (2017).

- **A combined Gender Policy and Strategy would enable a clear and consistent understanding of GM.** Clarity of definitions and concepts would empower the Bank staff to more readily engage on gender, incorporate it into their work, and assess context-specific gender results.
- **The GS needs a solid ToC, integrating AFAWA and Fashionomics to emphasize a cross-sectoral spill-over effect, with grounded assumptions.** Participatory and collaborative ToC development would reflect understanding and ownership across the Bank's complexes.
- **Access to Finance and Productive Resources for Economic Empowerment** would facilitate delivering financing to women-empowered businesses with an innovative risk-sharing channel. It would also build on Pillar 1 of the GS 2014-2018 addressing structural gender issues, including land tenure and property rights. The Bank's commencing assessment of the status of land and natural resource rights should contribute to existing evidence.
- **Human Capital for Meaningful Participation to Exercise Voice and Rights** is relevant for both internal and external components, and would cut across the High 5s, to specifically improve quality of life through collective participation as part of civil society engagement.

- **Enabling Environment for Equitable and Inclusive Growth** would facilitate policy dialogue to reform the regulatory frameworks affecting women businesses and a consideration of context-specific structural gender issues which undermine inclusive growth, such as constraints to women's rights (e.g., mobility).
 - **Knowledge Management and Learning** should remain a distinct pillar to build on existing knowledge and facilitate use of lessons. A strategic approach to analyzing gender data and facilitating the use of evidence to inform project designs and implementation, learning and communicating results is needed. Examples would include how to use CGP evidence to operationalize GM at the country level, learning from project completion reports and evaluations, and standardizing the use of RMCs' sex-disaggregated data to inform the Bank's M&E.
- **Attention to crosscutting issues under the GS would facilitate and streamline GM approaches for coherence at the strategic and operational levels.** Explicit coherent linkages between internal and external focus and crosscutting themes in the ToC need to include capacity building, anti-sexual harassment (in the Bank and operations), Gender-Based Violence and communication. Furthermore, joint approaches to GM with other crosscutting themes under the Bank's Ten-Year Strategy should be strategic and formal, i.e. linkages to climate change, fragility, and governance.
- **Mapping the GS pillars and interventions to the Bank's Ten-Year Strategy, the High 5s and the Sustainable Development Goals, as well as internal corporate policies and processes would enhance relevance and usefulness** of the Strategy for related complexes within the Bank.
- **Operational guidance for the GS needs to reflect implementation mechanisms along the selected pillars, with a special consideration for the following:**
- Downstream efforts in technical assistance would enhance upstream approaches to the enabling environment for gender equality and inclusive growth, considering policy and/or program-based operations on GEWE as an implementation mechanism.
 - Incorporate gender into loan covenants and their subsequent monitoring.
 - Extending existing quota requirements for women's participation in project design to implementation and require contractors to create employment opportunities for women in projects, and provide capacity building to manage projects, as necessary.
 - Meaningful engagement with civil society actors should be required of borrowers for better gender-informed designs and to go beyond design and implementation quotas.
 - Technical assistance and capacity building are key implementation mechanisms for gender.
- **A clear, systematic approach to the M&E of gender processes and results in line with the Bank's processes as well as joint approaches to collecting gender data in specific sectors through operations, as reinforced by the GMS, is necessary in the new Strategy.**

The majority of the suggested areas of enhancement for GM and points of consideration for the new GS build on and echo the recommendations of the 2017 MTR of the GS. The recommendations were validated to the extent possible by this evaluation exercise. Special consideration should be given to revisiting the MTR findings and recommendations, to celebrate progress and reflectively assess challenges.

While the development of the new GS should be informed by lessons and recommendations noted above, additional consensus building is needed.

A focused consultation process that includes the Bank's departments (e.g. CHVP, Compliance and Review Mechanism, etc.) is necessary to agree on the AfDB's gender priorities. Afterwards, additional participatory processes with relevant departments and complexes would involve co-developing the new GS. Co-development is critical, as the review consistently found a lack of buy-in to the current GS. Building buy-in starts with informed and facilitated processes that engage relevant stakeholders in the GS's development.



Annex 1: Evaluation Methodology

Due to the time constraints and objectives of this evaluation exercise, a full scope evaluation was not considered feasible or appropriate to meet knowledge and learning needs. As a result, secondary data formed the core block for this evaluation. It allowed the evaluation team to draw together evidence on lessons from multiple internal and external sources on issues and challenges that the Bank and comparator organizations face with regards to gender mainstreaming.

The Evaluation Synthesis is a formative evaluation, which emphasizes learning and reflection. The methodology was guided by a complementary combination of two theories and one approach, because one approach or theory can rarely meet all the evaluation needs. Evaluation theory informed the methods chosen, the decisions made, data analysis and, more importantly, how GM interventions are valued. The evaluation team ensured that empirical data were gathered from multiple perspectives at different levels, then triangulated that data to answer each evaluation question, and make sense of the findings.

UFE guided decision-making, placing a high value on ensuring that the evaluation process and conclusions would be useful and actionable to the primary audience and others involved. To the extent possible, Feminist evaluation emphasized participatory, empowering, and social justice agendas and influenced how the data was analyzed and interpreted. A gender approach was used to the extent possible, as it relies on being able to disaggregate or otherwise obtain secondary data that are available by sex. These guiding theories and approaches concerned different aspects of the evaluation: (i) UFE ensures that the evaluation process and evaluation findings are useful, (ii) feminist evaluation, combined with a gender approach, ensures that findings are looking deeper than just “what works.”

Evaluation Approach

The overarching approach with the dual purposes of learning and accountability was chosen to reflect the adaptive nature of GM at the Bank as well as the changing needs and contexts of its internal and external partners and clients in highly dynamic and diverse institutional, regional and international contexts. The following milestones defined the time boundaries of the evaluative evidence:

- 1990-2010: The scope of evidence included under 2012 Synthesis Evaluation
- 2014-2018: The GS timeline
- 2017: AHGC was formed; revision of CGP Guidance was finalized
- 2018: The GMS was launched.

The evaluation synthesis included a review of secondary data (i.e. a documentation review) and limited primary data collection (i.e. internal stakeholder survey and a key informant interviews, or KIIs). Synthesis of evidence from comparators and CGP benchmarking exercises were conducted in parallel. Evidence from all data sources was triangulated and provided findings that guided conclusions about GM-related learning. Points of consideration for

the new GS were of central importance in order to meet the needs of CODE and the Gender Team, in line with evaluation objectives and evaluation questions.

Due to the design of this evaluation exercise, assessment of beneficiary needs was more straightforward for analysis of internal needs, namely through INNOPitch ideas, the 2013 and 2015 HR climate survey and 2019 HR statistics. External needs were estimated based on CGPs, which all included primary data collection and analysis of secondary data, as well as IDEV evaluations and 2017 MTR.

Sampling, Methods of Data Collection and Triangulation

The mixed methods approach allowed multiple ways of seeing and hearing, multiple ways of making sense of the social world and multiple standpoints on what is important and to be valued and cherished. The mixed methods way of thinking used during the evaluation rested on the assumption that there are multiple legitimate ways of making sense of the Gender Mainstreaming, the role of the GS, and the role of gender in the Bank and in the region. The process of active engagement with difference and diversity included triangulation of data sources and researcher triangulation. The evaluation also focused on qualitative research, by not ignoring the “outlier” or information that does not triangulate, rather exploring it. Drawing on both qualitative and quantitative data showed high potential to provide strong results and enabled the development of concrete and practical recommendations for the new GS.

Sampling: Purposeful sampling allowed identification and selection of information-rich cases and evidence related to GM at the AfDB and externally among the comparators. The evaluation used a type of purposive sampling, criteria sampling to select cases that are most likely to provide the most useful information to answer evaluation questions (EQs). The overarching criterion was, ‘what cases (reports, organizations, individuals) will we learn the most from?’ For each EQ, a list of individuals, organizations and reports was identified that were likely to provide the most insight and learning, as detailed in the evaluation matrix.

Exploring the Theory of Change: All data sources were used to deconstruct the ToC for Gender Mainstreaming, grounding it in the 2014-2018 GS and the Operational Manual for GM. The ToC informed the evaluation and facilitated exploration to the extent possible during the evaluation exercise, with a focus on process and outcomes; exploring impacts was beyond the scope of this evaluation.

Data Analysis and Triangulation: Data were analyzed through thematic analysis against the evaluative framework and include an understanding of the various stakeholder perspectives (e.g. valuing). Thematic analysis was used to identify themes in the data that are important or interesting and use these to address the research questions. The following two types of data triangulation were utilized: (i) Data triangulation (use of different sources, such as KIs and FGDs), and (ii) Methodological triangulation (when two or more qualitative and/or quantitative methods are used, such as surveys and interviews).

Data Collection Methods

The evaluation matrix in Annex 2 maps data collection methods to the EQs.

Table A1.1: Breakdown of Respondents to Online Survey

Question	Number of Respondents	Percentage of Respondents
What is your gender?		
Male	21	39%
Female	33	61%
Where are you located?		
Abidjan (HQ Level)	22	41%
Regional/Country Office	32	59%
How long have you been at the Bank?		
Less than 1 year	4	7%
1-3 years	7	13%
4-5 years	3	6%
6+ years	40	74%
Please identify affiliation (check all that applies)		
Participant of GMS Training in 2018 (non AHGC.1 staff/consultant)	21	33%
Task manager of Board-approved projects in 2018	7	11%
Gender Focal point (previously/currently)	23	36%
AHGC.1 staff/consultant	13	20%
Total individual respondents	54	

Online Survey: Consistent with the 2017 MTR, an online survey was administered (Table A1.1) to partially validate MTR findings. In line with evaluation design, and constrained by timing, the sampling targeted four key groups of stakeholders, according to the following criteria: (i) the ability to provide retrospective insights from early stages of implementation of the GS; (ii) direct engagement with the GMS; and (iii) direct involvement in GM at the Bank and with external partners. The evaluation team worked with the CHIS.1 division at the Bank to administer the online survey. The team tested the survey in collaboration with AHGC.1 in both English and French. The feedback from the pilot was used to refine and finalize the survey. Participation in the survey was voluntary as well as confidential. A total of 219 individuals were invited to participate, 54 responded. Therefore, the response rate was 25%.

Key Informant Interviews and Focus Group Discussions: KIIs informed the evaluation design and were completed as part of the data collection to better understand: perspectives regarding relevance and appropriateness of GM approaches; facilitators and barriers in the implementation to date and associated processes (efficiency & effectiveness); and identify perceptions of catalytic effects of GM approaches. KIIs were carried out using a semi-structured interview guide, informed by the evaluation framework. Key informants were selected based on the information needs of the evaluation after analysis of secondary data, and their own desire to be interviewed after completing the online survey. Table A1.2 gives a breakdown of key informants by division:

Table A1.2: Breakdown of Respondents to KIIs and Focus Group Discussions

AfDB staff/consultants	Number
Gender Team (AHGC.0, AHGC.1 and Gender Specialists from regions)	13
Sector and Regional Staff (except Gender regional specialists, AHHD, ECOMR, ECGFO)	7
Corporate Departments (CHHR, CHMH, FIRM, SNOQ2, PSEG)	5
Senior Management	2
Total	27

Synthesis of Evaluative Evidence from Comparators: This synthesis component included analysis of key documents with evaluative evidence. Document analysis is a systematic procedure for reviewing or evaluating documents, where information from documents provides essential data to answer EQs. This is a qualitative method concerned with constructing meaning, gaining understanding and developing empirical knowledge.⁴⁷ This procedure entails finding, selecting, appraising and synthesizing data in documents which are then organized into major themes, categories and case studies through content analysis.⁴⁸ Document analysis plays an important role in methodological and data triangulation, it adds value to case study research, as a standalone method for specialized forms of qualitative research.⁴⁹ Thematic analysis is the process of identifying patterns or themes within qualitative data.⁵⁰

For the purpose of the evaluation synthesis, a list of documents was interrogated to ensure the sample of selected documents did not exclude any key aspects. IDEV conducted a preliminary shortlisting of reports, covering geographic regions, ranges in timeframe and type of evaluation (midterm or final, internal or independent), as well as country and regional focus projects⁵¹. A list of inclusion and exclusion criteria was developed in order to ensure that the correct documents are included in the study. The following inclusion/exclusion criteria were applied to documents with external evaluative evidence among comparator organizations after 2012: (i) balance between midterm and final evaluations (final evaluations may contain more lessons learned, while MTR evaluation focus on process), (ii) evaluations and synthesis exercises, and (iii) documents with global and regional evidence. In addition to the information in the table, language was a cross-cutting criteria. This resulted in a stratified sample of twenty documents that include equal representation of GM interventions. The documents included in the evaluation synthesis can be viewed in Annex 3.

Thematic analysis was used to analyze the data, identifying themes in the data that are important or interesting, and using these to address the research questions⁵². Braun & Clarke's (cited in Maquire & Delahunt, 2017) 6-step framework was used for the thematic analysis, which distinguishes 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 concepts⁵³. The six 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. The thematic analysis framework was used to inform the code book which contained the codes used for the analysis of documents along the overarching themes. The code book was developed based on the analysis framework (developed together with the IDEV) and these codes were further developed and modified during the coding process. Each segment of relevant data was coded as opposed to every piece of text. A software program Atlas.ti was used to assist in arranging, reassembling, and managing document content in a systematic way.

Benchmarking of CGPs: This CGP benchmarking study⁵⁴ formed one source of evidence that, together with additional sources of data, was used to answer these EQs. It consisted of three sub-components, each geared to examine a specific focus area:

Component 1: Table A1.4 presents the CGP documents representing four countries that were reviewed in Component 1. The main selection criterion was the year of the CGP document, which eventually trumped the regional representation. It would not have made sense to review documents that were drafted before the 2015 guideline: Egypt (North Africa), Mauritania (West Africa) and Uganda (East Africa) were not included in the sample. Egypt's 2007 CGP was drafted before the guidelines and the 2019 CGP was being drafted at the time of this exercise. Mauritania and Uganda's CGPs were both drafted in 2015, which rendered them too close to the completion of the guideline document.

Table A1.3: CGP Benchmarking Study Components by Study Questions

Study Component	Key Question/s
Component 1: An analysis of a selection of AfDB CGPs	1. To determine to what extent the CGPs that were developed after 2015 have/are incorporating the guidelines from the 2015 CGP guideline document at the AfDB.
Component 2: A comparison between a selection of AfDB CGPs and similar CGP-type documents from comparator organizations	2. To assess the quality of the content and information provided in the CGPs in terms of: <ul style="list-style-type: none"> ■ How the same sectors (agriculture, water sanitation) are covered methodologically (quantitatively and qualitatively) ■ Quality (context, depth of information, use of M&E evidence) ■ Engagement of men ■ Attribution versus contribution 3. To compare this assessment with assessments of the same dimensions in other institutional equivalent documents. 4. To determine how AfDB could improve or what they are currently doing well, comparatively.
Component 3: A comparison between a selection of AfDB CSPs from countries who had developed a preceding CGP and those who had not	FOR THOSE COUNTRIES WITH CSPs and CGPs: 5. To determine if there is any evidence that the CGP was used in the development of the CSP, in terms of: <ul style="list-style-type: none"> ■ Indicators: reference to CGP in CSP; 2014-2018 GS Pillars; ■ Use of gender-sensitive M&E: sex-disaggregated indicators, outcomes; ■ Gender Checklists; ■ Involvement of Gender specialists in development of CSPs; ■ Environmental and Social Safeguards; 6. If so, to what extent (in which sections and in what way)? 7. Is there a difference to which degree gender is addressed in CSPs where CGP preceded CSP development? 8. Are the CSPs that had a CGP preceding it, more gender-focused than CSPs with no CGP? FOR THOSE COUNTRIES WITH A CSP BUT NO CGP: 9. Is there a difference in how all the above issues are addressed, if at all? 10. Is there a reference to any other type of CGP, like gender analysis by other institutions?

Table A1.4: Document selection summary for Component 1

Country	Region	AfDB CGP	
		Year	Language
Cabo Verde	West Africa	2018	English
Côte d'Ivoire	West Africa	2015	French
Kenya ⁵⁵	East Africa	2017	English
Madagascar	Southern Africa	2017	French

In order to set up the review assessment tool, the following steps were undertaken:

- The 2015 CGP guideline document was reviewed and all assessment-related criteria were identified.
- An assessment tool was crafted that provided a framework with which to review the CGPs. The tool consisted of the elements, aligned with the criteria/standards mentioned in the CGP guidelines;
- The four CGPs were then reviewed and the assessment for each (using a yes, no, not indicated response⁵⁶) was captured in a spreadsheet, along with an extract from the CGP as a substantiation for each criterion met.

Component 2: Twelve (12) CGPs were selected from the initial list of 17 countries (that had relevant CGPs) for this component. The main criteria for inclusion in the sample was regional representation of the documents as well as timing of the comparator documents for the prospective countries. Table A1.5 shows the breakdown of AfDB's CGPs per region and the overall regional representation.

Table A1.6 presents the CGP documents and those from comparators, used in the study.⁵⁷ The comparator organizations included the Food and Agriculture Organization of the UN (FAO), the WBG, the United States Agency for International Development (USAID), the UN Development Program (UNDP), the French Development Agency (AFD) and the Japan International Cooperation Agency (JICA).

In order to answer the questions for Component 2, the documents were analyzed according to the following framework: (i) sectoral and contextual analysis, (ii) data sources, (iii) gender-related and (iv) sex-disaggregated data. Types of emerging recommendations were also used.

Component 3: This component focused on comparison between AfDB CSPs from countries with and without a CGP (Table A1.7). The review drew on the draft CSP guidelines⁵⁸ that focused on the structure and content of the annotated formats for CSPs.

Table A1.5: Regional representation of CGP documents with comparator documents – population and sample

Regions	Regional Totals	Final Sample
East Africa	6	4
West Africa	6	4
Southern Africa	2	2
North Africa	2	1
Central Africa	1	1
Total	17	12

Table A1.6: Document selection summary for Component 2

Country	Region	AfDB CGP		Non-AfDB Comparators			Total # of docs
		Year	Language	Year	Language	Agency	
Burundi	East Africa	2011	French	2017	English	USAID	2
Central African Republic	Central Africa	2011	French	2016	French	AFD	2
Comoros	East Africa	2010	English	2016	French	AFD	2
Ghana	West Africa	2008	English	2016, 2018	English	FAO	2
Ivory Coast	West Africa	2015	French	2013, 2016	English and French	JICA/AFD	3
Kenya	East Africa	2017	English	2016	English, French	World Bank; USAID; AFD	4
Liberia	West Africa	2014	English	2018	English	FAO	2
Madagascar	Southern Africa	2017	French	2016	French	AFD	2
Mauritania	North Africa	2015	English	2016	French	AFD	2
Sierra Leone	West Africa	2011	English	2018	English	FAO	2
Uganda	East Africa	2015	English	2017, 2015, 2018	English	USAID; UNDP; FAO	4
Zambia	Southern Africa	2006	English	2018	English	FAO	2
Total	12			17			29

Table A1.7: Comparison between AfDB CSPs from countries with and without a CGP

For countries with CSPs and CGPs:	For countries with a CSP but no CGP:
<p>To determine if there is any evidence from the CGP has been used in the development of the CSP, in terms of:</p> <ul style="list-style-type: none"> ■ Indicators: reference to the CGP in CSP; 2014-2018 GS Pillars ■ Use of gender-sensitive M&E: sex-disaggregated indicators, outcomes. ■ Gender checklists ■ Involvement of gender specialists in development of CSPs ■ Environmental Safeguards <p>If so, to what extent has this been used (in which sections and in what way)? Is there a difference to which degree gender is addressed in CSPs where CGP preceded by CSP development? Are the CSPs that had a CGP preceding it, more gender focused than CSPs with no CGP?</p>	<p>Compare the extent of gender integration:</p> <ul style="list-style-type: none"> ■ Is there a difference in how all the above issues are addressed, if at all? ■ Is there a reference to any other type of CGP, like gender analysis by other institutions?

Table A1.8 presents the countries that were reviewed. Mauritania and Uganda represent countries that have both a CGP and a CSP. In order to answer the questions posed for Component 3, CSPs were assessed to determine to what extent they complied with criteria set out in the CSP guideline document.⁵⁹ To design the review assessment tool, the following steps were taken:

- The CSP guideline document was reviewed and all assessment-related criteria were identified. The CSP guidelines were mapped onto a sheet to guide the process (see Appendix 7.11).

■ An assessment tool was crafted that provided a framework (see Appendix 7.12) with which to review the CSPs (there is scope for those with CGPs as well as those without CGPs). The tool consisted of the following elements, aligned with the criteria/standards mentioned in the guideline document: CSP compliance to the guideline document; and an assessment that examined the following aspects:

- Drafting and compliance of CSP
- Alignment of CGP and CSP
- The CSP's overarching focus and gender coverage in the CSP
- Reporting - data, indicators, outcomes (there was a separate assessment for the GS indicators)

Project Portfolio Review: The main purpose of the project portfolio review was to obtain early lessons from the application of the GMS categorization. The sample for the portfolio review included 179 projects approved by the Board in 2018 (Table A1.9). The non-random sample of twenty-nine projects was selected among the 105 projects that qualified for the GMS (see Annex 5); they captured a variety of operations. Sector and region were key criteria in addition to actual GMS coding or the lack of it. In alignment with the ratio in the overall portfolio, most of the projects are multi-sectorial (9), and others concentrated in three sectors: power (6), agriculture and water/sanitation (4 each), and transport (3). The sample distribution also shows that most projects are in West Africa (14), followed by East Africa (9) and the rest are split between Southern (4) and North Africa (2). The GMS coding composition of the sample is shown below I-, II-3, III-7 and IV-5, and 12 that were not marked (NM). For selected projects information was not available. The timing and availability of documentation on the Bank's Document and Records Management System was a serious limitation for the comprehensive inclusion of projects.

Table A1.8: Countries included in Component 3

Country	Region	CGP		CSP		Comments
		Year	Lang.	Year	Lang.	
Côte d'Ivoire ⁶⁰	West Africa	2015	French	2017	English	
Mauritania	North Africa	2015	English	2016	English	
Uganda	East Africa	2015	English	2017	English	
Guinea-Bissau	West Africa	2015	English	2015	English	Not included because there was not enough time between the CGP and CSP
Madagascar	Southern Africa	2017	French	2017	English	
Nigeria	West Africa	Not applicable		2018	English	
Mozambique	Southern Africa			2018	English	
Tunisia	North Africa			No date	English	
Equatorial Guinea	Central Africa			2018	English	

Table A1.9: 2018 Project Portfolio Document

Indicator	Total		Regional distribution				
	No.	%	RDGW	RDGC	RDGN	RDGE	RDGS
No. of operations that qualify for Gender Marking	105	59	54	10	6	19	16
No. and % of public sector operations categorized by the GMS	43	41	25	0	4	8	6
% of projects categorized that mention the GMS category and justification in the PAR	19	18	19	0	2	3	3
No. and % of projects marked GEN II & III with GAPs included in the PAR	9	26	6	0	1	1	1
Source: Data provided by AHGC department, April 2019							

Other Data Sources: For inward assessment of the gender mainstreaming, the primary sources were quantitative and qualitative data from the Bank's staff survey (2015) and ideas submitted by the Bank's staff and consultants for the 2019 INNOPitch, an annual contest of ideas which focused on gender in 2019. Triangulating data from the two sources enabled the evaluation team to assess the status of needs of staff vis-à-vis the pillar of the GS and broader, as well as consider solutions and recommendations made by staff related to internal and external GM approaches.

The Evaluation Results Database (EVRD) served as a key internal source of content specific information on Bank's retrospective results vis-à-vis gender mainstreaming. In line with evaluation objectives and scope, the sub-sample of evaluative evidence from 2010 onwards was considered, namely 44 documents (52%). This allowed the evaluation team to assess the extent of GM in projects pre- and post-GS.

Annex 2: Evaluation Matrix

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

Annex 3: Synthesis: Summary of documents included in the Review

YEAR	Agency name	Type of entity	Title	Doc Type	Policy	Gender Action Plan	Gender Marker	Safeguards	Included (Y/N)
2017	AsDB	Bank	Thematic Evaluation of Gender Support	Evaluation		x			Yes
2018	IADB	Bank	Evaluation of the IDB's support for gender and diversity	Evaluation					Yes
2013	IADB	Bank	Mid-term Evaluation of IDB-9 Commitments: Environmental and Social including Gender Policy	Review	x			x	Yes
2015	European Bank of Reconstruction and Development	Bank	Review of IFI experience in mainstreaming gender	Synthesis					Yes
2017	IFAD	IFI - UN	What works for GEWE - a review of practices and results	Synthesis	x	x			Yes
2016			MTR Gender Policy	Review	x				Yes
2016	WBG	Development partnership	Gender Integration and Evaluation Report	Evaluation					Yes
2017	GEF	Development partnership	Evaluation of GM in the GEF	Evaluation	x	x			Yes
2015a	European Union (EU)	International political and economic organization	Evaluation of EU Support to GEWE in Partner Countries	Evaluation					Yes
2015b	EU		Evaluation of EU Support to GEWE: Main report	Evaluation					Yes
2017	EU		Gender Action Plan Implementation Review	Review		x			Yes
2014	Belgian Development Cooperation		Évaluation du Genre et Développement dans la Coopération belge	Evaluation	x	x	x		Yes
2013	UN Women	Multilateral/ Bilateral Development agency	Joint evaluation of joint programs on GE in the UN system	Evaluation					Yes
2017a	UN Women	Multilateral/ Bilateral Development agency	Reflections on change: Meta-analysis of evaluations managed by UN Women in 2017	Synthesis					Yes

YEAR	Agency name	Type of entity	Title	Doc Type	Policy	Gender Action Plan	Gender Marker	Safeguards	Included (Y/N)
2017b	UN Women	Multilateral/ Bilateral Development agency	Strengthening organizational structure for delivering GE results: Corporate evaluation of the regional architecture of UN Women	Evaluation					Yes
2017c	UN Women	Multilateral/ Bilateral Development agency	Corporate Evaluation on Strategic Partnerships for GE and the Empowerment of Women Final Synthesis Report	Evaluation					Yes
2012	GAVI	Public-private partnership	Evaluation of the GAVI Gender Policy	Evaluation					Yes
2018	KIT the Royal Tropical Institute	Development think-tank	Lessons Learned – Gender Integration in CIFS RF Gender Synthesis of the Canadian International Food Security Research Fund	Synthesis					Yes
2018	STAR Ghana Foundation	Bilateral development agency	Gender Equality and Social Inclusion Learning Synthesis	Synthesis					Yes

Annex 4: Mapping of the Gender-related policies, actions, strategies, among comparator organizations

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

Annex 5: Selection of 2018 Projects

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

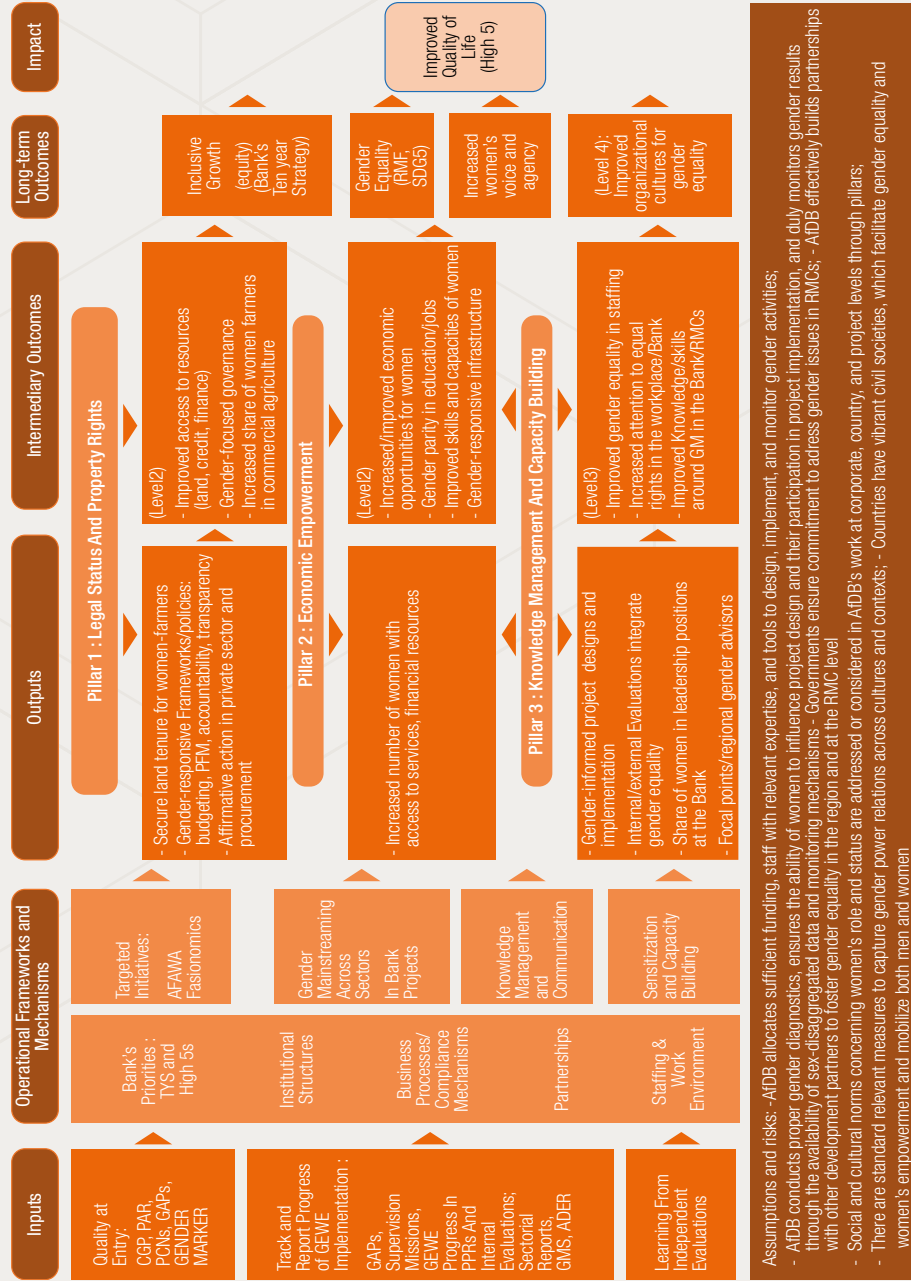
Annex 7: Synthesis of Evidence from Comparators: Summary of Most and Least Successful Aspects of GM

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

Annex 6: Categories of the GMS

Category/Main Characteristics	Category I	Category II	Category III	Category IV
Label/Name:	Gender Objective (GEN I)	Gender Outcomes (GEN II)	Gender Outputs (GEN III)	Marginal Gender Elements (GEN IV)
Definition:	The principal objective of the project directly addresses GE and/or women's empowerment (WE).	GEWE is one of the outcomes of the project, but not the principal one.	GEWE is one or more of the outputs of the project.	Projects may contain one or more gender-inclusive activities , but these are marginal to the outputs and outcomes of the project.
Criteria for Designation:	The projected impact of the project, and its outcomes, directly address GE/WE by narrowing gender disparities through access to social services and/or economic and financial resources and opportunities. The outcome statements of the project explicitly mention GE/WE, and the outcome performance indicators are explicitly focused on GE/WE.	At least one of the project's outcomes is focused on GE/WE. It contributes to narrow gender disparities through access to social services and/or economic and financial resources and opportunities. The outcome statement explicitly addresses a specific gender gap, and the corresponding indicators and targets measure the narrowing of gender gaps.	One or more of the project outputs are focused on GE. And/or women's empowerment. Indicators related to this/these output/s are sex-disaggregated or gender-relevant, depending on the specific sector and the nature of the project.	One or more of the project's activities is gender focused, but this/these are not central to the achievement of project objectives. Targets related to this/these activity/ies are sex-disaggregated or gender-relevant, depending on the specific sector and the nature of the project. Gender screening used to justify categorization.
Project Requirements:	Gender analysis is conducted during project preparation and incorporated into CN, PAR. Gender-focused activities and outputs at core of the project. GEWE outcome(s) and gender-specific outcome indicators, and associated activities and outputs, are incorporated into the results framework. An Action Plan will not be required for the project as the entire project is gender focused.	Gender analysis is conducted during project preparation and incorporated into CN, PAR. A brief gender analysis is attached as an annex to the PAR. A Gender Action Plan (GAP) specifies the activities, outputs, and performance indicators related to achievement of the gender-focused outcome(s), and is incorporated as an annex of the PAR.	Gender analysis is conducted during project preparation and incorporated into CN, PAR. The PAR specifies the activities, outputs, and performance indicators related to implementing the gender-focused output(s), which is incorporated into project documents. A GAP specifies the activities, outputs, and performance indicators related to achievement of the gender-focused outputs.	Gender screening is conducted during project preparation: (i) supports the articulation of any gender focused-activities; (ii) shows no gender-related risks that could affect achievement of project objectives; and (iii) ensures that there are no adverse gender impacts resulting from all other project activities and outputs ('do no harm'), drawing inter alia on ESIA analysis. PAR explicitly addresses these points.

Annex 8: Reconstructed Theory of Change for GM at the AfDB, 2014-2019



Annex 9: Mapping of GS Pillars and Priority Areas to SDGs

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

Annex 10: CGPs and preceding CSPs (05/2019)

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

Annex 11: CGP Benchmarking: Comparator Analysis, By Sector

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

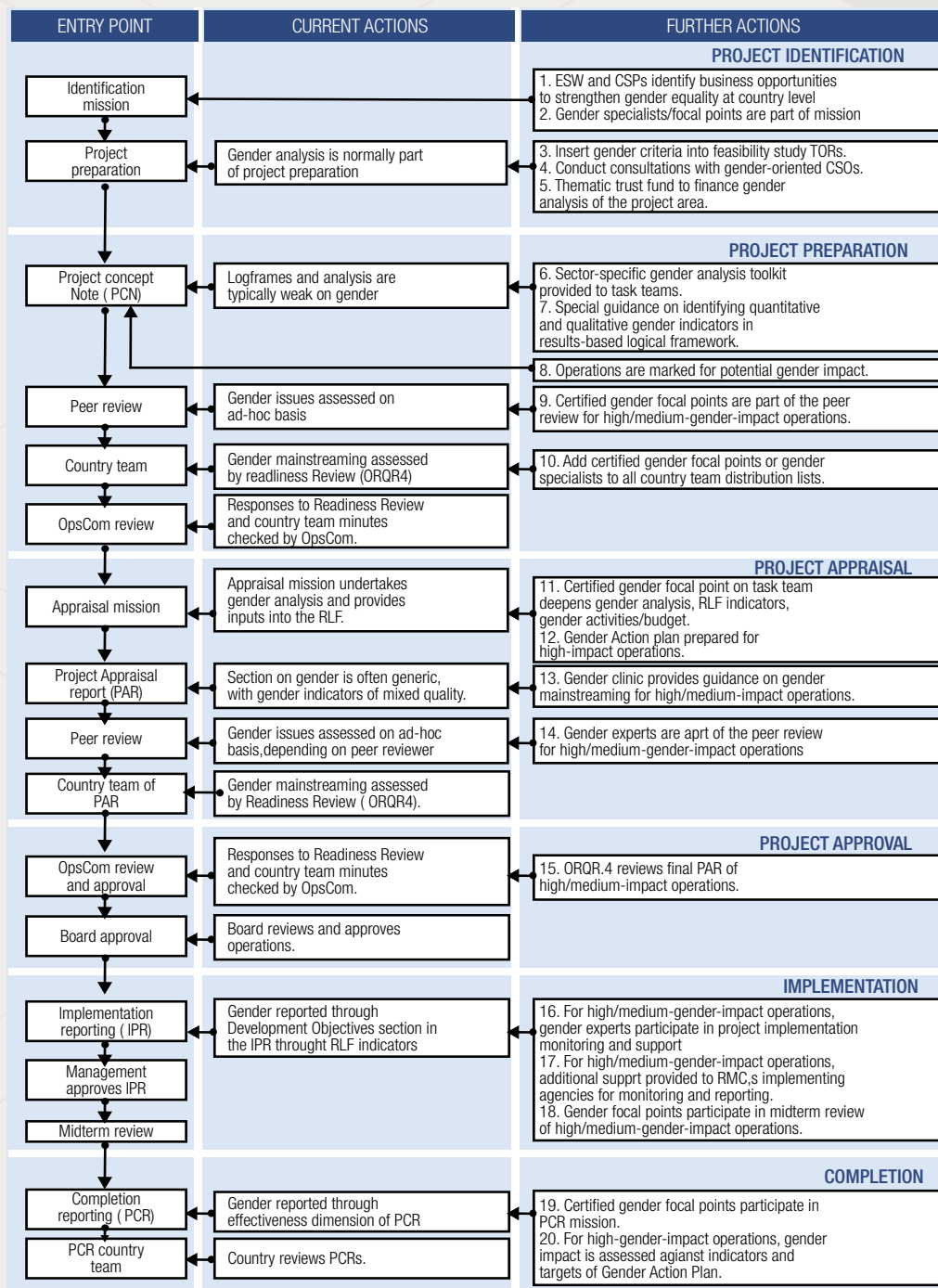
Annex 12: 2017 MTR Recommendations by Applicability/Validity⁶⁰ /Relevance and Status

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

Annex 13: CGP Benchmarking: Summary of compliance with CGP criteria

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

Annex 14: Mapping the Project Cycle Business for GM (2013 Operational Guidance)



Annex 15: Bank's Corporate Reporting in the 2018 ADER report and the Results Framework of the GS (2014-2018)

This annex is available on the following webpage: <http://idev.afdb.org/en/document/evaluation-synthesis-gender-mainstreaming-african-development-bank>

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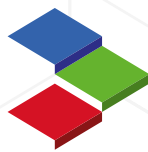
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Endnotes

1. 'The Africa We Want' manifests the importance of women and youth as drivers of change and in the creation of an enabling environment to encourage the achievement of their potential through selected articulated objectives by 2063.
2. Sustainable Development Goals: The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.
3. Organization for Economic Co-operation and Development/Development Assistance Committee
4. Respondents from the target list for the online survey come from 2015-2018 lists, and are subject to retention issues.
5. AHGC, RDGN4, PIFD, PICU, PEVP, PEGG, CHHR, RDRI, ECST2, SNDR, AHDO
6. https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Operationalising_Gender_Mainstreaming_at_ADB_-_02_2015.pdf
7. <https://www.thegef.org/council-meeting-documents/policy-gender-equality>
8. <https://www.brettonwoodsproject.org/2011/04/art-567919/>
9. "The Africa We Want" manifests the importance of women and youth as drivers of change and in the creation of an enabling environment to encourage the achievement of their potential through following selected articulated objectives by 2063.
10. The four themes are: a) gender dimension of poverty; b) adherence to regional/international commitments to ensure gender equity; c) women's representation in parliament/public institutions; and d) degree of gender mainstreaming into public policies/strategies and government policies/strategies to tackle gender imbalances.
11. The Operations Manual was under revision at the time of development of this report.
12. According to the 2013 Staff Guidance on QaE for operations staff: RR of draft PARs takes the form of a comprehensive assessment of 32 review criteria (of which some apply exclusively to Program-Based Operations or to Investment Projects) grouped into nine QaE dimensions, including (viii) Economic Dividends of Gender Equality. Economic Dividends of Gender Equality criteria are reviewed by the (note: formerly) Gender and Social Development Monitoring Division (ORQR.4) and environmental and social safeguards criteria are reviewed by the (note: formerly) Compliance and Safeguards Division (ORQR.3).
13. New RR guidance is expected in January 2020.
14. RR categories: (i) gender analysis, (ii) gender responsive performance indicators, (iii) specific gender-related activities to promote GE, and (iv) allocation of adequate budget and resources.
15. Annual reports done by the gender division aggregating the trends on the gender dimension of the RR
16. Only one project was marked with the highest category 1 among the GMS-marked projects in 2018.
17. GMS trainings took place in four regions: RDGS, RDGE, RDGN, and RDGW, and did not cover the Central region.
18. The GMS was officially launched in 2017, therefore 2018 was its first year of application.
19. The online survey targeted 550 CSOs that are part of the list of the Gender, Women, and Civil Society Department or who receive information about the outreach activities of the Bank's Compliance and Review Mechanism.
20. In the absence of in-country data collection as part of this evaluation exercise, evidence on the effects of capacity building around gender inequality in RMCs and with development partners was not collected.
21. EDGE (Economic Dividends of Gender Equality) is the leading global assessment methodology and business certification standard for GE. Launched at the World Economic Forum in 2011, EDGE has been designed to help companies not only create an optimal workplace for women and men, but also benefit from it. EDGE is distinguished by its rigor and focus on business impact, see www.edge-cert.org.
22. INNOPitch is a contest at the AfDB through which staff teams submit innovative ideas that could help to improve the Bank's business operations and working environment.
23. This Directive was issued pursuant to the provisions of Presidential Directive No. 03/2002 concerning the African Development Bank Directives System and in line with Staff Regulation 3.5 and the Code of Conduct of the African Development Bank promulgated by Presidential Instruction 005/99.
24. <https://www.worldbank.org/en/news/statement/2018/10/18/fi-update-on-the-joint-statement-on-continuous-advancement-of-standards-to-prevent-sexual-harassment-abuse-and-exploitation>

25. The evaluation team only managed to obtain a draft of the Action Plan from May 2019, and not the document by the SEAH Task Force. Further inquiry suggested that as of August 2019, the two documents were sent to the President's office as well as to the Bank's Legal Department, for legal review and subsequent approval.
26. Six entities within the Bank deal directly with and/or receive harassment complaints: Ethics (PETH); Gender (AHGC); Investigation (PIAC); Medical Center (CHMH); Human Resources (CHHR); and Legal (PGCL). Other Bank entities like the Staff Council (SCO), Ombudsperson (OMBU), Senior Vice President (SVP) and the Family Association have a sporadic role in handling harassment complaints. While each of the entities do their best to deliver on this task within the context of their primary mandates, the necessary collaborative arrangements among these entities are not clearly and formally spelt out, resulting in massive delays in deliberation of cases, leakages of information and no high Bank authority that is accountable to make final decision(s). As referenced in the draft Action Plan, with an exception of PIAC, all the other entities were trying to help staff informally.
27. AfDB HR Statistics from May 2019
28. Position eliminated in 2017, with a formation of the Gender Department under AHGC.
29. Selected CGP reports covered Food security, livestock.
30. Draft as of August 2019.
31. KII
32. STEM is a curriculum based on four specific disciplines — science, technology, engineering and mathematics
33. <https://www.afdb.org/en/news-and-events/african-development-bank-and-icrc-join-forces-to-accelerate-economic-resilience-in-fragile-contexts-18931/>
34. Data as of August 2019
35. GESF Draft as of October 2019
36. As of July 2019, the GTF concept note had not gone through the Bank approval processes to submit to standing committee of partnerships
37. As of September 2019
38. Asian Development Bank (AsDB), Inter-American Development Bank (IADB), EBRD, IFAD, the WBG, the Global Environmental Facility (GEF), European Union (EU), Belgian Development Cooperation, UN Women, the Vaccine Alliance (GAVI), KIT the Royal Tropical Institute and the STAR Ghana Foundation
39. A full separate technical report from the synthesis is available upon request from IDEV.
40. Also known as IFIs
41. An official cut-off for evidence used for the AfDB Synthesis "A Road to Results or Road to Nowhere" from 2012.
42. EBRD, 2015, p. 5
43. EBRD, 2015, p. 9; EU 2015
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52. Ibid
53. Separate technical report from benchmarking exercise will be available at the evaluation web-page.

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54. The document reviewed for Kenya was the "Gender Note." The CGP available was drafted in 2008, therefore prior to the 2015 guideline document.
 55. Not indicated is displayed as "NI"
 56. Please consult Appendix 7.6 for the final list of included documents.
 57. Short Annotated Formats CSP RISP 06 May 2019
 58. The guideline document provided to us is dated May 2019. It is not clear whether the CSPs were based on a version before this one.
 59. Cote d'Ivoire was included in the initial sample to be reviewed by the AfDB representative. The CGP (French) was, however, not reviewed. Without the background from the CGP, it is not possible to determine how much (if at all) the CSP was based upon it. It is therefore not included in this analysis.
 60. Permission has been granted to present recommendations to leverage learning and facilitate this evaluation, although the 2017 MTR of the Gender Strategy is an internal AHGC document that has not been approved by management and has not been publicly available at the time of developing this report.



IDEV

Independent Development Evaluation
African Development Bank



About this Evaluation

This evaluation synthesis of gender mainstreaming at the African Development Bank Group aims to draw lessons for the AfDB's new gender strategy, and to enrich the global knowledge base about gender mainstreaming (GM). The evaluation examined the relevance, effectiveness, efficiency, catalytic effect and sustainability of the Bank's GM approaches, mechanisms and results in light of institutional, regional and global priorities for gender equality and women's empowerment in Africa. As part of the evaluation, a synthesis of evaluative evidence from 12 comparator institutions was conducted.

Some of the key lessons drawn are that the presence of a well-grounded strategy that drives the operational gender agenda and links commitments on gender to implementation is critical for effective GM; that committed and engaged senior management, visibility in resource allocations, and accountability throughout project and human resource systems promote GM; and that gender focal points and gender specialists within operations help to advance progress in GM.

The report offers several points for consideration in developing the AfDB's new gender strategy, inter alia: a combined gender policy and strategy would foster a better understanding of GM; mapping the pillars and interventions in the gender strategy to the AfDB's Ten-Year Strategy, its High 5 priorities and the SDGs, as well as to internal corporate policies and processes, would enhance the usefulness of the strategy in the Bank; the new gender strategy should maintain the structure of the former gender strategy, with both internal and external components and a more streamlined and sharper focus; and that co-development of the new gender strategy is critical to increase internal and external buy-in.



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