

IDEV

Independent Development Evaluation
African Development Bank

EVALUATION OF THE AFDB'S SUPPORT TO GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Approach Paper

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AFRICAN DEVELOPMENT BANK GROUP

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ABBREVIATIONS AND ACRONYMS

ADF	African Development Fund
ADOA	Additionality and Development Outcomes Assessment
AfDB	African Development Bank Group
AFAWA	Affirmative Finance Action for Women in Africa
AGI	Africa Gender Index
AI	Artificial Intelligence
AsDB	Asian Development Bank
CLSD	Closed
CODE	Committee on Operations and Development Effectiveness
COMP	Completed
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organization
CSP	Country Strategy Paper
CSPE	Country Strategy and Program Evaluation
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
ECG	Evaluation Coordination Group
ERG	Evaluation Reference Group
EY	Ernst & Young
FAPA	Fund for African Private Sector Assistance
FI	Financial Institutions
FGD	Focus Group Discussion
GBV	Gender Based Violence
GCI-VII	Seventh General Capital Increase
GDP	Gross Domestic Product
GEF	Global Environment Facility
G4G	Guarantee for Growth
GEN-1	Gender Category 1
GEN-2	Gender Category 2
GEN-3	Gender Category 3
GEN-4	Gender Category 4
GETF	Gender Equality Trust Fund
GEWE	Gender Equality and Women's Empowerment
GMS	Gender Marker System
GSI	Gender and Social Inclusion
IDB	Inter-American Development Bank
IDEV	Independent Development Evaluation of the African Development Bank Group
IEG	Independent Evaluation Group at the World Bank
IFAD	International Fund for Agricultural Development
IOP	Indicative Operational Program
IPR	Implementation Progress and Results Report
IsDB	Islamic Development Bank
MARS	Management Action Record System
MDB	Multilateral Development Bank
MIC-TAF	Middle-Income Country Technical Assistance Fund
MSME	Micro, Small and Medium-Enterprise
MTR	Mid Term Review
MUA	Million Units of Account
MUSD	Million United States Dollars
NGO	Non-Governmental Organization
NSO	Non-Sovereign Operation

OECD-DAC	Organization For Economic Cooperation and Development-Development Assistance Committee
PAR	Project Appraisal Report
PBO	Program Based Operation
PCR	Project Completion Report
PCREN	Project Completion Report Evaluation Note
PPA	Project Performance Assessment
QaE	Quality at Entry
RBF	Results Based Financing
RISP	Regional Integration Strategy Paper
RMC	Regional Member Country
RSM	Risk Sharing Mechanism
SO	Sovereign Operation
SDG	Sustainable Development Goal
SME	Small and Medium-Sized Enterprise
STEM	Science, technology, Engineering and Mathematics
TA	Technical Assistance
ToC	Theory Of Change
TSF	Transition Support Facility
TVET	Technical and Vocational Education and Training
TYS	Ten-Year Strategy
UA*	Unit of Account
USD	United States Dollar
We-FI	The Women Entrepreneurs Finance Initiative
W-SME	Women led Small and Medium Enterprise
XSR	Expanded Supervision Report
XSREN	Expanded Supervision Report Evaluation Note

GLOSSARY

Gender: The roles, behaviors, activities, and attributes that a given society at a given time considers appropriate for men and women. In most societies, there are differences and inequalities between women and men in responsibilities assigned, activities undertaken, access to and control over resources, and opportunities for decision making (UN Women, 2022).

Gender analysis: The systematic assessment of policy and practice regarding women and men and of the social and economic relationships between them. Applying a gender perspective to the development issue being addressed requires: an analysis of the gendered division of labour, the identification of the needs and priorities of women and men, the identification of existing opportunities and constraints to achieving development objectives, and the choice of an intervention strategy to address these. (AfDB, 2001).

Gender equality: requires equal enjoyment by women and men of socially valued goods, opportunities, resources and rewards. Achieving gender equality requires changes to institutional practices and social relations that reinforce and sustain disparities (AfDB, 2001).

Gender mainstreaming: The process of identifying, taking full account of and integrating the needs and interests of women and men into all policies, strategies, programs, and administrative and financial activities (AfDB, 2001).

Gender Marker system (GMS): The AfDB's mechanism to "classify" or "categorize" sovereign operations since 2018 and non-sovereign operations since late 2023 based on the "level of their expected contribution to Gender Equality (GE) and/or women's empowerment (WE) within the context of inclusive and sustainable development".[1] A gender marked project in this evaluation is that which has been tagged using the GMS.

Gender-related operation A financial lending operation, project, or programme that explicitly integrates objectives, actions, or results aimed at advancing gender equality and the empowerment of women and girls. In this evaluation, gender-related projects are those demonstrating GEWE outcomes according to the classification / categorization systems used across different periods for this evaluation: Category I–II (CAT I–II) for pre-GMS operations approved from 2014–2017; GEN I–III for GMS-tagged projects approved from 2018–2025; and non-sovereign operations (NSOs) screened under ADOA for gender and social inclusion outcomes, specifically those classified as Gender and Social Inclusion (GS) I–II. These classifications together define the gender-related portfolio assessed for the period 2014–2025.

Gender screening: A systematic process of assessing whether and how development projects integrate gender considerations during the design and approval stages.

Gender tagging: A system for classifying or categorising projects based on their likely contribution to gender equality goals.

Gender-transformative change: the outcome of **i**nterventions or approaches that aim to address the structural drivers of gender inequality (e.g., discriminatory norms, unequal unpaid care burdens, unequal access to assets/finance, and exclusion from decision-making) and seek to redistribute power and resources between women and men.[2] In the context of the AfDB's support to GEWE, such interventions go beyond increasing women's participation to include measures that shift norms and decision-making, and/or reform institutional rules, incentives, and

1 AfDB, Gender Marker System Brochure

[2] E. Hillenbrand et al. 2015 Measuring Gender-Transformative Change: A Review of Literature and Promising Practices. Working Paper. CARE USA https://hdl.handle.net/20.500.12348/248; J. MacArthur, et al. 2022. Gender-Transformative Approaches in International Development: A Brief History and Five Uniting Principles. Women's Studies International Forum, Vol. 95. https://doi.org/10.1016/j.wsif.2022.102635, cited in ADB 2024 *ADB's Support for Accelerating Progress in Gender Equality,* Thematic Evaluation, p.10.

accountability (policies, budgets, staffing, systems) so that gender equality is embedded and sustained. Evidence of gender-transformative change is demonstrated through measurable shifts in (i) women's agency and voice, (ii) equitable access/control over resources and opportunities, and/or (iii) institutional practices and enforcement that persist beyond the intervention period (inspired by Hillenbrand et al. 2015 and AsDB, 2024)[3].

Intersectionality: Intersectionality refers to how multiple and/or different social identities (such as those based on gender, race, age, culture, religion, geographic location, class, disability, socioeconomic status, sexual orientation, gender identity, gender expression, sex characteristics, and ethnic identity) intersect to shape experiences of discrimination and oppression, thus exacerbating inequality. Viewing gender equality through an intersectional lens acknowledges that individuals' experiences are not homogeneous within a given gender (AsDb, 2024).[4]

Women's empowerment: Women's empowerment refers to initiatives that strengthen women's access to economic, political, legal, social and cultural rights and benefits, and that also strengthen women's personal development and self-confidence.

Time Poverty: The condition in which individuals lack sufficient discretionary time due to the combined demands of paid work, unpaid care, and domestic responsibilities. It results from an unequal distribution of unpaid care and domestic work within households and societies, which affects both women and men, though women are disproportionately impacted because they typically assume a larger share of unpaid work. This imbalance restricts people's ability to engage in paid employment, education, rest, leisure, civic participation, and other activities essential for well-being.[5]

[3] AsDB, 2024, *AsDB's Support for Accelerating Progress in Gender Equality,* Thematic Evaluation.
[4] AsDB, 2024, *AsDB's Support for Accelerating Progress in Gender Equality,* Thematic Evaluation, p.10.
5 Rodgers YVDM. TIME POVERTY: CONCEPTUALIZATION, GENDER DIFFERENCES, AND POLICY SOLUTIONS. *Social Philosophy and Policy*. 2023;40(1):79-102. doi:10.1017/S0265052523000389mat

1. Introduction

The Independent Development Evaluation function (IDEV) of the African Development Bank Group (AfDB or the Bank) conducts independent evaluations of: (i) AfDB policies, strategies, and operations, working across sectors, themes, regions, and countries; and (ii) processes, procedures, activities, or corporate operations which impact the administration of the AfDB's activities. IDEV produces evaluation reports that present key findings on the relevance, coherence, effectiveness, efficiency, sustainability, and impact of the AfDB's interventions and draws lessons and recommendations that can be used to improve the Bank's interventions and contribute to development effectiveness.

IDEV is evaluating the AfDB's support for gender equality and women's empowerment (GEWE) as part of its work program 2025-2027 approved by the Bank's Board of Directors. The evaluation covers the implementation of the Bank's 2001 Gender Policy, its Gender Strategies for 2014-2018 and 2021-2025, and its special gender initiatives from 2014 to 2025.

This evaluation will inform the implementation of the GEWE aspirations in the Bank's Ten-Year Strategy 2024-2033, where "Promote gender equality" is one of the five cross-cutting issues, and specifically in the new Gender Action Plan that the Bank is currently developing.

This Approach Paper outlines a detailed approach for conducting the evaluation. It includes the following sections: Background: Gender Equality and Women's Empowerment in Africa; the Bank's support to Gender Equality and Women's Empowerment; Evaluation Purpose and Scope; Reconstructed Theory of Change, Evaluation Approach and Methodology; Management, Quality Assurance and Stakeholder Engagement Strategy.

The annexes to this document include: Annex 1 – The Bank's Gender related indicators; Annex 2 – Portfolio review; Annex 3 – Evaluation Matrix; Annex 4 – Data collection tools; Annex 5- Methodological note in preparation of the Policy Review and Benchmarking Report; Annex 6 - Terms of Reference for Thematic case studies; Annex 7a –List of sampled projects for Case studies; Annex 7b - List of completed or closed projects with Project Completion Reports (PCRs) and/or Project Completion Report Evaluation Notes (PCRENs); Annex 8 –Project Performance Assessment Template; Annex 9 – Rating Scale for the evaluation; Annex 10 – Reporting Templates; Annex 11: Detailed Timeline.

2. BACKGROUND: GENDER EQUALITY AND WOMEN'S EMPOWERMENT IN AFRICA

Gender equality and women's empowerment are central issues in Africa's development agenda. A 2019 study by the McKinsey Global Institute found that Africa could increase its gross domestic product by $316 billion, or 10 percent, by 2025 if it achieves gender parity.[6] More recent projections anticipate that closing the gender gap could unlock approximately $287 billion by 2030, boosting GDP by approximately 5%.[7] Gender equality does more than enhance economic and financial stability; it also leads to a fairer distribution of income between men and women and supports other development outcomes, such as child health, peace, and security.[8]

Over the past three decades, African countries have committed to international and regional frameworks to promote gender equality and ensure the full development and empowerment of women and girls. At the international level, frameworks set the stage for legal and institutional reforms that promote gender equality. Key among these are the Convention on the Elimination of

[6] McKinsey Global Institute. (2019). The Power of Parity: Advancing Women's Equality in Africa.
[7] Mastercard Foundation and McKinsey & Company (2025). Young Women in Africa: Agents of Economic Growth and Transformation By 2030).
[8] Kolovich, Lisa, and Monique Newiak, eds. (2024). Gender Equality and Economic Development in Sub-Saharan Africa. Washington, DC: International Monetary Fund.

All Forms of Discrimination against Women (1979)[9], which obliges States parties to condemn and to pursue appropriate polices and other measures to eliminate discrimination against women, and the Convention on the Rights of the Child[10] (1989), under which States are required to give girls the same opportunities as boys. Additional international treaties include provisions on women's human rights, such as the Equal Remuneration Convention (1951, No. 100) of the International Labour Organization (ILO)[11]. These global commitments have established a normative framework to guide efforts toward gender equality. The 4th World Conference on Women (1995) constitutes a key landmark: the Beijing Declaration, endorsed by all UN member states, is the first global framework to comprehensively recognize women's rights as human rights and to establish a concrete, multi-sectoral agenda for achieving gender equality. In 2000, the UN Security Council adopted Resolution 1325, which also represents an important shift linking women's rights to peace and security, launching the Women, Peace, and Security agenda.

Building on these earlier commitments, the 2030 Agenda for Sustainable Development (2030 Agenda)[12] reinforces the global resolve to advance gender equality. Sustainable Development Goal (SDG) 5 highlights the importance of achieving gender equality and the empowerment of women and girls through the adoption and strengthening of sound policies and enforceable legislation. It targets major challenges to gender equality and women's empowerment, including discrimination, violence against all women and girls, harmful practices, unpaid care and domestic work, lack of participation in decision-making, limited opportunities for leadership, lack of access to sexual and reproductive healthcare and lack of reproductive rights, and unequal rights to economic resources and technology. Beyond this stand-alone goal, gender perspectives and women-specific indicators for women have also been mainstreamed across several other SDGs, including those related to poverty alleviation, maternal health, educational attainment, water, sanitation and employment.[13]

At a regional level, the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (2003), also known as the Maputo Protocol[14] and the African Union's Agenda 2063: The Africa We Want[15] (2015) represent landmark commitments by African states to address gender disparities. Like SDG 5, Goal 17 of Agenda 2063 aims to achieve gender equality and the empowerment of women and girls.

In line with these international and regional commitments, Africa has made notable progress in promoting gender equality over the past decade, especially in education and health. According to the African Gender Index (AGI), Africa's gender equality score stands at 50.3% in 2023,[16] an improvement over the 2019 score of 48.6%, with most gains occurring in the social and education sectors. According to the World Economic Forum's Global Gender Gap Index, sub–Saharan Africa's score increased from 0.61 in 2014 to 0.68 in 2024[17].

Despite this progress, political and economic empowerment continue to lag behind. According to the 2024 World Bank *report on Women, Business, and the Law*, while numerous African countries have legal frameworks that support women's rights, enforcement and implementation remains inconsistent[18]. For instance, although women's parliamentary representation grew to 24.4%, it remains modest. According to the second Women's Political Participation (WPP) Africa Barometer

[9] United Nations General Assembly resolution 34/180. (1979). Convention on the Elimination of All Forms of Discrimination against Women.
[10] United Nations General Assembly resolution 44/25. (1989). Convention on the Rights of the Child.
[11] International Labour Organization (ILO). (1951). Equal Remuneration Convention.
[12] United Nations. (2015). The 2030 Agenda for Sustainable Development (2030 Agenda).
[13] UNECA. (2025). African Gender and Development Index. Technical Note.
[14] African Union. (2003). Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa.
[15] African Union. (2015). Agenda 2063: The Africa We Want.
[16] The Africa Gender Index measures gender equality across 54 African countries by comparing women's and men's outcomes along three dimensions: economic, social, and empowerment and representation. A score of 100% indicates full parity between women and men.
[17] The Global Gender Gap Index benchmarks the current state and evolution of gender parity across four dimensions: Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment. Scores on a 0-100 scale and scores can the percentage of the gender gap that has been closed.
[18] World Bank. (2024). Report on Women, Business, and the Law.

(2024)[19], women constitute only 26% in the lower houses, and 21% in the upper houses of parliament. They remain underrepresented in leadership roles. With only four years remaining until the 2030 deadline for the SDGs, many African countries remain far from achieving women's "equal and effective" participation in political decision-making.

Gender parity in education has improved substantially at primary and secondary levels, reflecting important gains for girls. However, emerging challenges with completion among boys point to new disparities that also require attention. Also, gender disparities persist in higher education, particularly in Science, Technology, Engineering and Mathematics (STEM) fields, due to enduring gender norms, structural barriers, and exclusionary institutional cultures[20].

Africa's economic growth has been broadly resilient—rising to 4.8% in 2014, contracting during global shocks, and recovering to 3.9% in 2025 with a projected 4.0% in 2026—but it remains below the 7% threshold needed for transformative poverty reduction. Gender disparities within this context are significant. Though Sub-Saharan Africa leads globally in female entrepreneurship, with 26% of adult women engaged in entrepreneurial activity[21], the AGI reported gender equality in employment at 59.3%[22], with young women more likely to be unemployed than young men. Young women are 1.5 times less likely to be formally employed or in education than young men[23]. Women remain concentrated in informal employment, face wage gaps, and are underrepresented in salaried jobs. Globally in 2022, women faced a "jobs gap" of 15%, compared with 10.5% for men, indicating that an additional 153 million women had unmet employment needs, compared with 115 million men.[24] These disparities are compounded by social norms restricting women's participation in paid work, occupational segregation, skills mismatch, gender-based violence, and the heavy burden of unpaid care, which tend to perpetuate poverty cycles and women's economic dependence.

Financial inclusion remains a key challenge. Available data from the World Bank's Global Findex indicates that the proportion of women holding bank accounts globally increased from 36.9% in 2017 to 52.3% in 2024. The average gender gap in Sub Saharan Africa stands at 12%, the second largest globally after the Middle East and North Africa. The AGI 2023 reports a score of 72.9% for access to credit, a decrease from 2019 (73.4%)[25]. Women continue to face difficulties in accessing credit and markets, skills gaps, and entrenched cultural norms regarding women in business. This presents a significant barrier to women's ability to engage in non-subsistence farming and small-scale business, two major sources of income for African women. In Africa, women-led small and medium-sized enterprises (W-SMEs) confront a financing shortfall of approximately USD 42 billion, limiting the potential for entrepreneurial growth and broader economic inclusion.[26] Women's access to formal financial services remains constrained: in Sub-Saharan Africa, the gender gap persists in new domains such as mobile banking and digital finance.[27] Also, in Sub-Saharan Africa, the gap in land ownership remains significant: only 38% of women report any form of land ownership (sole or joint), compared with 51% of men, despite women producing up to 70% of the continent's food.[28]

Multiple shocks over the last two decades have constrained Africa's economic resilience and disproportionately affected women. In the economic dimension, the African gender index score decreased to 58.2% in 2023 from 61.0% in 2019[29]. While there has been a decline in the economic

[19] International Institute for Democracy and Electoral Assistance. (2024). Women's Political Participation – Africa Barometer 2024.
[20] UNESCO. 2024. Women's participation in higher education in Southern Africa: An exploration of STEM, leadership and enrolment in institutions in Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia, and Zimbabwe
[21] AfDB Gender Strategy 2021-2025
[22] This means that on average, women have reached just under 60% of the level of equality with men in employment-related outcomes (such as labour force participation, access to decent jobs, wages, and conditions).
[23] UNECA, Gender equality and the empowerment of women
[24] UN Women (2024), Facts and figures: Economic empowerment.
[25] AfDB and UNECA. (2024) African Gender Index Report 2023.
[26] Alliance for Financial Inclusion (2023), How can we improve access to finance for African women-led MSMEs? Opinion.
[27] Ferrer, M-H, Jacolin, L., Perrin, C., *Sub-Saharan Africa: the financial gender gap between men and women*, Banque de France.
[28] World Bank. (2023) African Land Policy Note Series. Note 2. Enhancing Women's Land and Property Rights in Africa.
[29] AfDB and UNECA. (2024) African Gender Index Report 2023.

status of both men and women, women have experienced a larger decline. The COVID-19 pandemic exacerbated care burdens on women.

Also, while Africa's digital revolution has been impressive, the continent has further to go to close the gender digital divide[30]. Four hundred million women in low and middle-income countries remain unconnected to the internet. Women are still less likely than men to access and use mobile phone services. Barriers to gender digital equality are linked to availability of infrastructure, affordability and financial constraints, digital literacy and skills, interest and perceived relevance of information and communication technologies (ICTs), safety and security, and socio-cultural and institutional contexts[31]. As digitalisation is reshaping labour markets, women who lack access to digital tools and education are at risk of being excluded from emerging jobs in the tech sector, digital services, e-commerce, and mobile-enabled financial services, reinforcing pre-existing labour market inequalities[32].

Climate change threatens women's livelihoods in subsistence and informal sectors, strains their social roles as resources such as water and firewood dwindle, and limits their capacity to recover and adapt due to unequal access to resources and education[33].

Fragility and conflict settings pose additional risks to women's safety, mobility and agency. Pre-existing gender inequalities and discrimination intensify the impact of conflict on women and girls, leaving them more vulnerable to sexual and gender-based violence, disrupted social services, economic hardship, and the breakdown of law and institutions[34]. The AGI found the average index in transition countries at 44, below the continental average of 50. Some of the sharpest declines in AGI rankings were in fragile and conflict-affected contexts such as Guinea-Bissau, Guinea and the Central African Republic, particularly in the economic and business dimension.

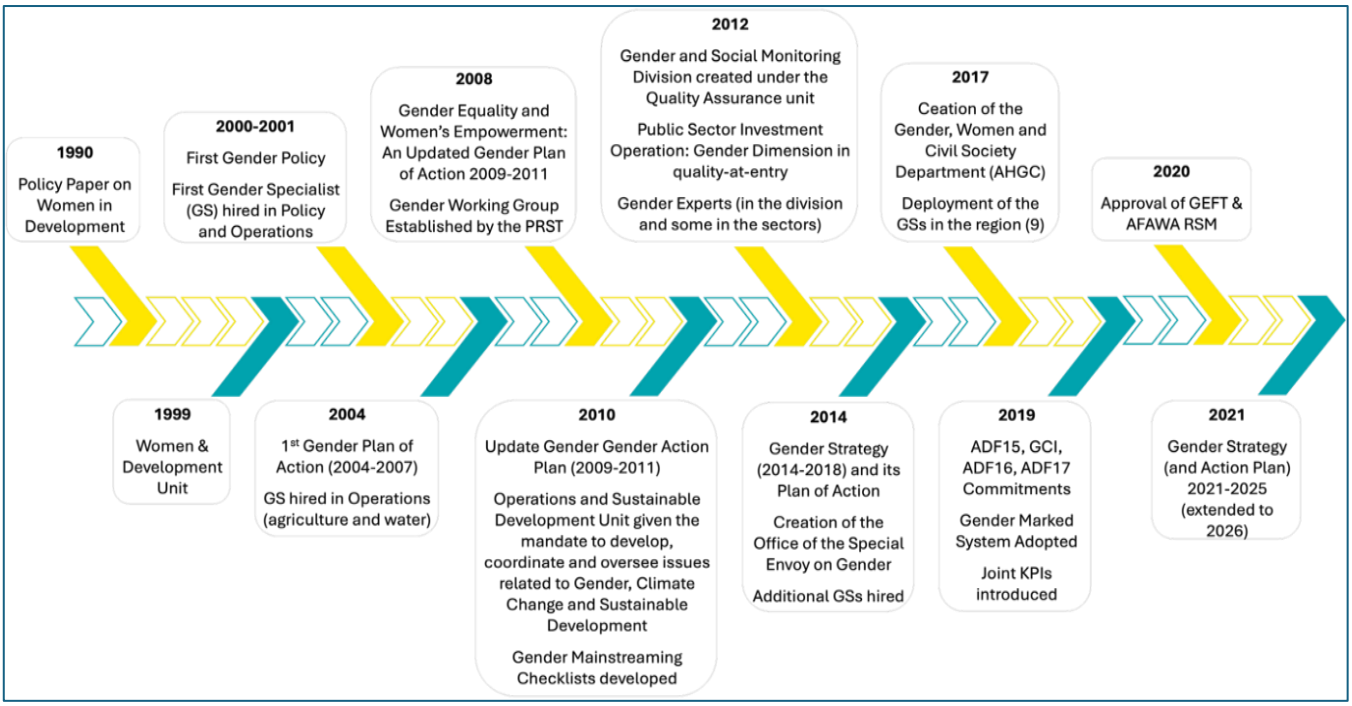
Moreover, the lack of disaggregated and timely gender data continues to limit evidence-based policymaking, potentially reinforcing rather than addressing existing inequalities. This means that interventions focused merely on enabling access to finance, infrastructure, or services may no longer be sufficient; deeper transformational changes to power relations, norms, institutions, and agency are required.

Within this challenging context, the role of development finance institutions such as the African Development Bank (AfDB) becomes critical, not only in funding interventions but also in catalysing system-wide reforms that advance gender equality and women's empowerment (GEWE) as the foundation of inclusive growth.[35]

[30] World Bank Group. (2022). For Women, By Women, With Women: Bridging the Gender Digital Divide.
[31] World Bank Group. (2022). For Women, By Women, With Women: Bridging the Gender Digital Divide.
[32] Rani, U., Castel-Branco, R., Satija, S., & Nayar, M. (2022). Women, work, and the digital economy. Gender & Development.
[33] AfDB 2024. Africa Gender Equality Index and Financing Alliance for Health. (2024). The Impact of Climate Change on Gender: Lessons from Recent Floods in Kenya
[34] OECD. 2017. Gender Equality and Women's Empowerment in Fragile and Conflict Affected Situations: A Review of Donor Support. Development Policy Papers No. 8
[35] AfDB (2001), The Gender Policy.

3. BANK SUPPORT FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Figure 1 Evolution of the Bank's Support for Gender Equality and Women's Empowerment



Source: Evaluation team extraction from Gender team presentation.

The evolution of the Bank's commitment to GEWE illustrates a clear shift from early policy recognition and institutional set-up toward more comprehensive, results-oriented and mainstreamed approaches. Over time, gender considerations moved into more systematic integration across sectors, supported by dedicated strategies, monitoring mechanisms, and targeted financing instruments and human resources. This trajectory reflects the Bank's growing emphasis on gender as a cross-cutting issue.

3.1 Policy and Strategic Framework

The AfDB's recognition of and commitment to addressing gender inequalities is well enshrined in the Bank's Gender Policy of 2001 and is implemented through the Bank's medium- and long-term development strategies. The 2001 Policy replaced the 1990 Women in Development Policy, inspired by a Gender and Development approach that recognizes and seeks to transform unequal gender relations by empowering both women and men to question cultural values, practices, and structures[36]. This Policy enabled the Bank's requirement to operationalise gender as a priority and cross-cutting issue across Bank operations. Table 1 below highlights the core elements of the AfDB Gender Policy 2001.

Table 1 Key Elements of the AfDB Gender Policy 2001

Goal and Objectives	To promote gender equality and sustainable human and economic development in Africa.
Policy Objectives	To promote gender mainstreaming in Bank operations and to support RMCs' efforts to attain gender equality
Guiding Principles	• Gender analysis will be an integral part of all Banks' policies, programmes and projects.

[36] AfDB. 2001. The Gender Policy

	• Attention will be paid to the co-operative relations between women and men. • Women's economic empowerment will be considered as key to sustainable development. • Women will not be considered a homogeneous group. • A strategic choice will be made on the use of the mainstreaming strategy/targeted inputs.
Focus Areas	Education, agriculture and rural development, women's poverty, health and governance

Source: AfDB Gender Policy 2001

In line with the Gender Policy, both the Bank's long-term development strategies during the evaluation period consider gender equality a priority cross-cutting issue, with a focus on girls and women who face disproportionate social, health, economic, and educational disadvantages. Over the last ten years, GEWE has taken an increasingly prominent position with the Bank's long-term strategies. In the AfDB's first Ten Year Strategy (TYS) 2013-2022, gender was identified as one of three areas of special emphasis with a focus on promoting women's economic empowerment, strengthening women's legal and property rights and enhancing knowledge management and capacity building. The current TYS 2024-2033 aims to accelerate the Bank's efforts to empower women and close disparities that disadvantage them by mainstreaming a gender approach across all operations. This TYS further recognizes the connections between gender equality and other cross-cutting priorities, including youth, climate change, resilience, and fragility. Both strategies emphasize the importance of addressing gender inequality to achieve inclusive economic growth. The Bank also addressed gender equality through its High Five Strategies (i.e., Light Up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and Improve the Quality of Life for the People of Africa), to operational pillars under the TYS. Similarly, gender equality and women's empowerment are integral to the current President's refined strategic vision, the Four Cardinal Points, particularly the third objective, which underscores the vital importance of women's empowerment.

The Bank's commitment to gender equality is reaffirmed through its periodic capital and concessional resource mobilization cycles, including African Development Fund (ADF) replenishments and General Capital Increase (GCI) rounds[37]. In each cycle, the Bank has made commitments to integrate gender across all its operations, supported by the establishment of critical institutional frameworks to sustain its gender mainstreaming efforts. For example, more recently, as part of the ADF-17 replenishment, strong commitments to gender equality were made to ensure that all ADF-17 investments have an impact on gender equality and on the empowerment of women and girls, notably by promoting equity in access to jobs, finance, social and physical infrastructure, as well as tools and technologies.

In addition to long-term strategies, the AfDB has advanced its gender agenda through specific gender strategies and action plans. These have provided the operational framework for implementing GEWE over the past ten years notably Gender Strategy 2014-2018, extended to 2020, and the Gender Strategy 2021–2025 extended to 2026. The specific pillars and areas of support under the two strategies are highlighted in Table 2.

Table 2 AfDB Gender Strategies

Components	**Strategy 2014-2018 extended to 2020: Investing in Gender Equality for Africa's Transformation**	**Strategy 2021-2025 extended to 2026: Investing in Africa's women to Accelerate Inclusive Growth**
Goal and Objectives	To operationalise the Bank's commitment to gender equality as espoused in the Bank's Ten-Year Strategy 2013–2022, guiding the Bank to effectively integrate gender equality into its operations and promote gender equality in Africa	Aims to promote transformative gender equality and women's and girls' empowerment and accelerate economic and social development in Regional Member Countries (RMCs).

[37] Since 2014, the Bank has gone through three ADF rounds (i.e. ADF 14-16 and one GCI round i.e. GCI-VII.

Components	Strategy 2014-2018 extended to 2020: Investing in Gender Equality for Africa's Transformation	Strategy 2021-2025 extended to 2026: Investing in Africa's women to Accelerate Inclusive Growth
Pillars	**Pillar 1: Enhancing legal status and property rights** by supporting gender-focused governance, legal reforms, secure land tenure for women farmers, reduction in gender-based violence, and a private sector and business climate that is open to women. **Pillar 2: Economic empowerment** which involves increasing women's access to and control over financial resources and services, leveraging infrastructure for gender equality, advocating for affirmative action in favour of women and women-owned businesses, increasing the productivity of women farmers and facilitating their inclusion in the market, and providing women with skills training in science and technology. **Pillar 3: Knowledge management and capacity building**. In this area, the Bank will provide resources and technical assistance for knowledge management for gender equality, improve its own gender results reporting, build the capacity of its staff to promote gender equality in operations, support RMCs in building their capacity to promote and mainstream gender equality in policies and programmes, and produce better sex-disaggregated data and gender statistics	**Pillar 1- Empowering women through access to finance and markets** through enhancing access to finance, and technical assistance to women SMEs to transform them into productive and competitive enterprises. **Pillar 2- Accelerating employability and job creation for women through skills enhancement** This pillar focuses on increasing access to relevant skills and jobs for women by considering the need to introduce more women to STEM fields, while leveraging technology to enhance access to skills and information. **Pillar 3- Increasing women's access to social services through infrastructure.** The Bank aims to influence gender-responsive quality infrastructure development to guarantee women have adequate access and positively benefit from infrastructure projects as stakeholders, workers and end-users

Source: Gender Strategy 2014-2018/2020; Gender Strategy 2021-2025

Both strategies are operationalized through gender action plans that outline specific interventions, actions, resources, and implementation timelines. The Bank is currently developing a new Gender Action Plan 2027-2031[38] that will serve as a roadmap to achieve the TYS 2024-2033 goals in a changing global environment. The Bank's other sector strategies treat gender as a cross-cutting issue.

The Bank's gender frameworks have evolved to address structural barriers, shifting norms, institutions, and systems across different levels. The 2014–2018 Gender Strategy emphasised the need to address structural barriers to women's empowerment through legal reforms, access to finance, and capacity development. The 2021–2025 Gender Strategy goes further by explicitly articulating the ambition to achieve transformative gender equality and to shift the focus from gender mainstreaming to systemic change. The specific nature[39] and depth of transformation pursued under each period will be further assessed through this evaluation, particularly given that neither the Bank's 2001 Gender Policy nor its long-term development strategies provide an explicit definition of transformative change.

3.2 Institutional Arrangements and Implementation Progress

Oversight and coordination of the Bank's gender-related interventions have advanced significantly, reflecting a growing institutional commitment to GEWE. Initially, gender issues were housed within the Women in Development Unit under the Office of the President, which signalled

[38] As part of efforts to streamline its strategic framework, the Bank will develop and use the Gender Action Plan as the primary operational tool for implementing the TYS following the end of gender strategy 2021-2025.
[39] Nature refers in particular to a clearer description of what transformative change actually entails.

early recognition but limited operational integration. In 2008, the Bank established the Gender, Climate Change and Sustainable Development Unit, which housed both the Gender and the Green Growth and Climate Change functions. In 2013, a Special Envoy on Gender was appointed to serve as the Bank's spokesperson, promote coherence across departments, and mobilize support internally and externally. However, the 2016 Development and Business Delivery Model (DBDM)[40] reforms resulted in the establishment of a dedicated Gender, Women and Civil Society Department (AHGC) within the Agriculture, Human and Social Development Complex (AHVP). This also marked a shift from relying on Gender Focal Points in country offices and sector departments to embedding dedicated gender specialists within the five regional directorates and headquarters, to work directly with sector teams to systematically integrate gender into project design, implementation, and monitoring. Staff gender competencies have been further enhanced through the Operations Academy, which includes a Gender Mainstreaming Module to build institutional capacity.

To further enhance gender mainstreaming in operations, the Bank has consistently improved its gender screening and categorization to make more strategic use of resources and maximize the impact on gender equality. Since 2012, gender has been included in project readiness reviews for Sovereign Operations (SOs)[41], initially assessed on a six-point scale, later revised to a four-point scale in 2014. In 2017, the Gender Marker System (GMS) was introduced to classify operations by their gender focus across four categories: initially concentrating on SOs. Since 2023, this system has been extended to Non-Sovereign Operations (NSOs) to map the extent to which these operations contribute to gender equality and women's empowerment. The intention was to apply a more systematic approach to mainstreaming gender across all operations, to enhance the strategic use of gender resources and to prioritize projects with greater GEWE potential[42].

Classification using the GMS began in 2018. By 2023, all SOs were classified under the GMS, compared to 70 percent of NSOs, with the share of SOs classified as delivering direct benefits to women and girls rising from 44 % in 2018 to 95 % in 2024[43]. The GMS is now integrated into project templates, readiness reviews, and operational manuals, institutionalising its use and accountability. Preliminary document reviews and discussions indicate that indeed the GMS has improved the profile and attention to GEWE more especially at the design stage. However, some gaps remain in establishing the specific GEWE results achieved.

While the GMS had, until recently, focused primarily on SOs and was extended to NSOs only in 2023, the Bank has used the Additionality and Development Outcomes Assessment (ADOA) since 2008 to evaluate the expected impact of private-sector operations on development outcomes, including gender and social inclusion[44]. ADOA is a decision-making tool that guides the Bank in selecting NSOs with strong potential for development impact and for which the Bank's role is supplementary. Development outcomes are rated on a four-point scale; however, the gender and social inclusion score is reported in aggregate, making it difficult to isolate gender-specific effects. Since 2014, 246 NSOs have been screened using ADOA. Of the screened NSOs, 13% were rated as excellent, indicating significant outcomes for underserved and vulnerable groups (including women, youth, and smallholders); 56% were rated good; and the remaining 32% were

[40] A reform program that was aimed at improving proximity to clients, becoming more cost-efficient, increasing revenue and accelerating developmental impact on the ground.
[41] A readiness review is an internal tool designed to strengthen the quality at entry of Bank strategies and operations. At project level, it provides structured feedback on key aspects of project design during the concept and appraisal stages. It helps country teams improve project design by identifying gaps, risks, and areas needing clarification or enhancement. Gender is one of the criteria assessed under the readiness review.
[42] AfDB, 2017. The African Development Bank Gender Marker System.
[43] ADER 2024, 2025.
[44] Other development outcomes dimensions, include: (i) household benefits and job creation; (ii) infrastructure; (iii) governance and fiscal effects; (iv) regional integration and economic resilience; (v) environmental effects and contribution to green growth; and (vi) private sector development and demonstration effects

rated marginal[45]. Preliminary discussions with the ADOA team suggest that dialogue on integrating the GMS into the ADOA process has been initiated[46].

To support evidence-based decision-making and its commitment to addressing gender inequality, the Bank has invested in gender knowledge and data infrastructure, including the Gender Data Portal, the Africa Gender Index, and country- and regional-level Gender Profiles developed in collaboration with governments. Strategic partnerships with UN agencies, regional organizations, and civil society have facilitated knowledge generation, project implementation, and policy dialogue at country and regional levels.

The Bank has also prioritized women's economic empowerment through traditional instruments and special initiatives. A flagship initiative is the Affirmative Finance Action for Women in Africa (AFAWA)[47], launched in 2015 to address a USD 42 billion financing gap for women-led SMEs by unlocking USD 5 billion in finance for 30,000 women entrepreneurs by 2026. AFAWA is implemented through three complementary pillars: (i) Access to Finance, (ii) Technical Assistance, and (iii) Enabling Environment. It comprises two funding windows: the Women Entrepreneurship Finance Initiative (We-Fi), which leverages the Bank's instruments to support women entrepreneurs' access to financial and non-financial services, and the Gender Equality Trust Fund (GETF), providing guarantees for W-SMEs through mainly the Guarantee for Growth (G4G) program a risk-sharing mechanism, implemented by the African Guarantee Fund (AGF), addressing collateral challenges and perceived risks among financial institutions (FIs)[48]. By January 2025, AFAWA had mobilized USD 2.5 billion in approved financing for women-owned and women-led SMEs and facilitated financing for over 24 000 women entrepreneurs[49].

For monitoring and evaluation, the Bank relies on gender-related indicators integrated into its corporate results architecture to assess how institutional and operational arrangements translate into measurable outcomes. Both gender strategies included results measurement frameworks (RMFs) that track progress at project, sector, and corporate levels. Some of these indicators are incorporated into the Bank's overall RMFs used to monitor implementation of the High 5s and operational performance. An overview of indicators from the two strategies is provided in the Annex 1. In addition, the Bank has conducted mid-term reviews (MTRs) of the two gender strategies and the AFAWA Initiative to inform mid-course corrections and strategic direction[50]. IDEV has completed two gender evaluation syntheses (2012, 2020) and has integrated gender equality considerations into Country Strategy Paper Evaluations (CSPEs) and other sector and thematic evaluations conducted over the last decade, thereby highlighting the AfDB's contributions to gender equality.

3.3 Overview of the AFDB's GEWE Portfolio

Purpose and Scope of the Portfolio Review

The evaluation team conducted an initial portfolio mapping to determine the scope and level of gender mainstreaming in the Bank's lending activities from 2014 to 2025[51]. The mapping assessed projects based on their intended impacts on GEWE. Given the absence of a standard classification system over evaluation period, and differences in the Bank's screening and marking systems during this period, the portfolio review adopted three approaches aligned with time frame and type of operations:

[45] Excellent (NSOs that empower women in various dimensions and effectively target vulnerable groups. Good (high inclusive efforts while causing material negative effects). Marginal (NSOs with limited inclusive or social design (no targeting of women, youth or contribution to relevant strategic objectives) Poor (NSOs with a significant negative effect on local communities or beneficiaries, gender, or the livelihoods of the poor without any compensating positive effects). Source: ADOA 3.0

[46] Extracted from the ADOA Database for Board-Approved Projects

[47] Affirmative Finance Action for Women in Africa | AFAWA

[48] The G4G program also provides technical assistance to FIs and W-SMEs and supports capacity building to reinforce gender-inclusive policy/regulatory reforms, creating a supportive environment for W-SMEs.

[49] AFAWA Board Technical Session 10 February 2025.

[50] The AFAWA midterm review is still pending presentation Senior Management clearance and CODE presentation.

[51] The portfolio review will be updated to include 2025 data once fully available.

- **Pre-GMS period (2014–2017)**: Projects were retrospectively assessed to identify explicit references to GEWE in objectives, outcomes, outputs, and indicators as a basis for classifying gender-related projects. This was conducted through a review of 543 SO Project Appraisal Reports (PARs) and associated logical/results frameworks using Artificial Intelligence (AI). A sample of 60 projects was subjected to a manual check to test the reliability of the AI classifications.
- **GMS period (2018–2025)**: This section covers the period following the Bank's adoption of the GMS. The review analysed 749 projects already categorized under the GMS, including both sovereign operations (SOs) and a small sample of non-sovereign operations (NSOs). This review also included 30 AFAWA operations.
- **NSOs (2014–2025)**: This section examined NSOs using the ADOA Gender and Social Effects framework. This analysis covered 274 operations.

The gender-related project categorizations adopted under each approach differ, as shown in the Table 3 below.

Table 3 Gender-related project categorizations adopted under Pre-GMS, GMS period and NSOs.

Scope	Pre-GMS period	GMS period	NSOs
Covers projects approved	2014-2017	2018-2025	2014-2025
Type of projects	SOs	SOs, NSOs	NSOs
Categorization	• **Category I: Primary gender-related projects,** where the project objective explicitly addresses gender equality and/or women's empowerment. • **Category II: Secondary gender-related projects,** where GE/WE considerations are reflected in the results framework through outcomes and/or outputs, supported by gender-relevant or sex-disaggregated indicators. • **Category III: Weak and non-gender related projects,** where gender is referenced but not translated into measurable results and indicators or where no gender-related elements are included.	4-category classification: • **GEN I:** Principal objective addresses GEWE • **GEN II**: Gender is one of the outcomes of the project but not the principal one. • **GEN III:** Gender is one or more outputs. • **GEN IV:** Gender is one or more of the project activities but marginal to outputs/outcomes	3-category classification: • **Excellent / GSI:** Targets underserved/vulnerable groups (women, youth, smallholders); promotes gender equity (women in governance, employment, or procurement from women-owned SMEs above national averages); supports social infrastructure and CSR ≥3% net profit or ≥2% project cost. • **Good / GSII:** Meets 2 of the above criteria (or 3 but with negative effects mitigated). • **Marginal / GSIII:** Limited social/gender design or weak CSR.

Sources: IDEV (2026) for pre-GMS categorisation; GMS brochure for GMS categorisation, ADOA Framework 3.0 for ADOA categorisation

Portfolio review synthesis

The portfolio review mapped 1,566 operations across the three distinct sub-portfolios – 543 pre-GMS sovereign operations (2014-2017) using the CAT I-III retrospective classification, 749 post-GMS operations (2018-2025) using the Bank's GEN I-IV GMS, and 274 NSOs (2014-2024) assessed using ADOA's Gender and Social Inclusion ratings. A synthesis presented in Table 4 provides an overview of the overall portfolio composition and distributional trends while acknowledging that the projects are not fully comparable due to differences in underlying classification systems.

Table 4 Portfolio Review synthesis

Portfolio by gender project classification	• Across the three sub-portfolios using the available classifications, primary/autonomous projects[52] are relatively rare. There are 66 primary gender projects in total, comprising 4.2% of the 1,566 operations across all three periods. Of these, 13 are CAT I (i.e. 19.7% of primary/autonomous projects) and 53 GEN I (i.e. 80.3%) operations, showing a higher proportion of primary gender projects in the GMS period. • Gender-component[53] projects dominate the portfolio, accounting for 1,199 operations—76.6% of the 1,566 assessed. These include 351 CAT II pre-GMS projects (29.3%), 653 GEN II–III GMS projects (54.5%), and 195 GS I–II NSO projects (16.26%)[54]. • Weak or non-gender projects[55] total 301 operations (19,22% of the 1,566 assessed) and comprise 179 CAT III projects (59.4%), 43 GEN IV projects (14.3%), and 79 GS III projects (26.24%).
Geographical and sectoral distribution	Distributionally, sovereign operations in both pre- and post-GMS periods are concentrated in multi-sector and agriculture sectors and regionally in West and East Africa, while the power and industrial sectors are more greatly represented in the ADOA sub-portfolio.
Funding source	Funding for pre-GMS projects is more heavily weighted towards ADF (i.e. 53,4%), similar to the post-GMS projects (i.e. 56.7% for ADF funding, 34.4% for ADB, 8.9% from other sources). The ADOA - NSO portfolio is primarily funded through the ADB window, which accounts for 98.9% of the portfolio's total value.
Implementation status	Implementation status differs sharply between the periods owing to the greater age of pre-GMS operations, which are largely completed/closed versus the post-GMS portfolio predominantly ongoing/approved. ADOA projects are also largely ongoing (59,9%), with 15.7% closed, 10.2% approved, and 14.2% terminated.

More detailed portfolio review findings including breakdowns by gender classification categories, sector distribution, the balance between SO and NSOs, regional patterns, and the distribution of financing instruments are presented in the subsequent sections. Given the differences in gender classification systems, the results are organized into three analytically distinct sub-portfolios: the pre-GMS period, the GMS period, and the NSO-ADOA review. Additional methodological and portfolio details are provided in Annex 2.

Gender related portfolio for the period 2014-2017 (pre-GMS)

The analysis shows that gender integration during the pre-GMS period was predominantly secondary in nature. Most projects (64.6%; 351/543) were classified as secondary gender related projects (CAT II). Only 13 projects (2.4%) were classified as CAT I (primary gender-related projects). A significant share of the portfolio (179 projects, 33.0%) falls under CAT III (projects with weak gender or no gender). These projects either made only cursory references to women or gender in project narratives without corresponding results or did not address GEWE at any level of objectives, outcomes, outputs, or indicators.

With respect to sectors, projects are relatively dispersed, with multi-sector projects representing the highest share (24.5%), followed by agriculture (19.2%), social (15.3%) and transport (13.6%). CAT I projects (Primary gender-related projects) are concentrated in 3 major

52 Primary/autonomous projects are projects whose principal objective explicitly addresses gender equality and/or women's empowerment (GEWE).
53 Gender-component projects are projects in which GEWE is not the principal objective but is still explicitly integrated into the results framework through one or more outcomes and/or outputs, supported by gender-relevant or sex-disaggregated indicators.
54 GS I in the NSO portfolio is not equivalent to CAT I (pre-GMS) or GEN I (post-GMS). It is therefore not included in the definition or percentage calculation of primary/autonomous projects.
55 Weak/non-gender projects are projects in which gender is addressed only marginally or not at all, for example in project activities, but not reflected in outputs or outcomes, and not translated into measurable results or indicators.

sectors: social, communications, with multi-sector operations comprising 76.9% of the CAT I projects. On the other hand, CAT II and III projects are spread across a wider range of sectors.

Regarding the regional distribution of gender-related projects, the highest concentrations of CAT I and II projects are in the West and East, followed by the South, Central, and North. Multi-regional operations form a small subset of the portfolio. Southern Africa records the highest share of CAT I projects (38%), followed by West and East at 23% each. CAT III projects constitute a substantial share across regions, particularly in Central Africa and North Africa, where they make up 39.5% and 45.3% of the total assessed portfolio, respectively.

Regarding funding sources, the African Development Fund (ADF) resources dominate the pre-GMS gender related portfolio, accounting for 290 projects, or just over half of all assessed projects. ADF-financed operations also exhibit the strongest relative integration of gender considerations, with CAT II projects representing more than 70% of the ADF portfolio and a comparatively higher proportion of CAT I projects (10/13) than in other funding sources. Projects financed through the ADB (public sovereign window) account for 35% of this portfolio but show a weaker gender profile. While CAT II projects still constitute the majority (56.5%), CAT III projects represent a substantial 43% of the ADB-financed portfolio.

The portfolio review found that the pre-GMS gender related portfolio is largely mature, with most projects either completed (286) or closed (125). Together, these two categories account for over three-quarters of the portfolio. Up to 22.5% of the projects remain ongoing, mostly CAT II projects. Over 90% of CAT I projects are completed and closed.

Gender-related portfolio for the period 2018-2025 (Post-GMS)

Overall, GEN I–III projects account for 94.3% of the gender marked portfolio, representing 706 projects and totalling UA 29.13 billion. GEN II classification—where gender is a key outcome—accounts for the largest share of projects, indicating a strong institutional focus on integrating gender considerations. The data reveal that AFAWA projects were exclusively GEN I, reflecting the programmatic emphasis on gender equality as a principal objective.

Gender-marked project data for projects approved during 2018-2025 indicate that operations were predominantly sovereign, accounting for 92% of projects and 94.8% of the total value. NSOs accounted for 8.0% of projects and 5.2% of total value (UA 1.56 billion). However, until 2023, the GMS focused only on SOs resulting in limited representation of NSOs amongst the marked projects. Gender marked NSO projects are found only in GEN II and GEN III categories.

The portfolio is widely distributed across sectors, with multi-sector (24.1%) recording the highest concentration of gender-marked projects, followed by Agriculture (21.7%), Power (11.9%), social (11.0%) and transport sectors at 9.6%. The sectoral distribution across gender marker categories presents a varied pattern. Approximately 71% of GEN I projects are concentrated in the social and financial sectors. By contrast, 45% of GENII projects are agriculture and multisectoral operations. Nearly half (43%) of GEN III projects are multisectoral.

The Bank's gender-marked portfolio is concentrated in the Western region, accounting for 31.7% of projects, followed by the Eastern region, accounting for 26.1%. The Northern region recorded the lowest number of gender-marked projects at 9.4%. Multi-region projects accounted for 3.6% of the total gender marked projects.

The gender marked portfolio is primarily financed through the African Development Fund including Transition Support Facility (TSF) and ADB Public (public-facing sovereign operations of the AfDB Group), which together account for over 86.80% of total financing. ADF as the predominant source of funding is consistent across all the gender categories.

In terms of project status, gender marked projects typically show a higher share of ongoing projects at 60.41%, with only 13.70% of the projects completed and closed. It's worth noting that all GEN I projects are at approved or ongoing status, indicating the early stage of the Bank's primary gender portfolio. Out of the 98 projects that are either closed or completed, 58 (64%) have a Project Completion Report (PCR), and or Project Completion Report Evaluation Note (PCREN)[56].

NSOs-ADOA Screened Projects

The NSO GEWE portfolio review used ADOA's Gender and Social Effects framework to map and analyze the gender-related NSOs. **The portfolio review identified 274 ADOA GS-rated projects representing 75.27% of the 364 approved NSO projects during the evaluation period**. This review revealed that a significant proportion of these NSO projects are expected to generate outcomes and impacts for women. Specifically, 13.1% of the screened projects were rated Excellent, 58.0% Good, and 28.8% Marginal.

The ADOA screened NSOs are predominantly in the finance sector, which accounts for 53.6% of all projects. This is followed by energy (15.7%), agriculture and social services (11.3%), industry (10.2%), transport (5.5%), and multi-sector projects (3.6%).

As expected, the NSO portfolio is primarily funded through the ADB window, which accounts for 98.9% of the portfolio's total value. The remaining financing is from other facilities, including the Sustainable Energy 4 Africa and Private Sector Credit Enhancement Facility. The portfolio reflects a diversified financing structure with loans accounting for 38.3% of operations, lines of credit for 25.4%, equity investments for 21.7%, and guarantees at 14.6%.

The Western and Southern regions account for the largest shares of projects, at 29.2% and 19.0% respectively, while the Central region has the fewest, at 2.9%. Across regions, GS II ("Good") dominates the mix, while GS I ("Excellent") is mostly within the Southern and West Africa regions.

Regarding project status, 59.9% of the screened NSOs are ongoing. Only, 15.7% of the operations were closed, and 14.2% were cancelled. The GSII projects represent the highest percentage of projects across all statuses. Of the 42 closed NSO projects, 19 (45.2%) have an XSR available, while 17(40.47%) have a XSREN. Among these, only 57.9% of projects rated Excellent or Good (11 out of 19) were supported by an XSR, and 58.82% (10 out of 17) have a XSREN available.

3.4 Existing Evidence and Knowledge Gaps

AfDB evaluative evidence

In total, the evaluation team conducted a review of 31 documents containing evaluative evidence to identify existing evidence and evidence gaps. Of these, 27 were IDEV evaluation reports (2014-2025) and four were reviews conducted by other Bank departments: two were mid-term reviews of the gender strategy conducted in 2018 and 2025, one was a mid-term review of AFAWA and one was a review of the gender marker system.

Data from IDEV evaluations published between 2014 and 2025[57] confirm progress in mainstreaming gender, particularly since the adoption of the Gender Strategy (2014–2018) and

[56] A PCR is required for each completed SO. Projects are assessed on Relevance, Effectiveness, Efficiency and Sustainability, which are each rated on a four (4) point scale of Highly Satisfactory (4), Satisfactory (3), Partly Unsatisfactory (2), and Unsatisfactory (1). These ratings are synthesized into an overall indicator of project performance. IDEV validates the PCR by preparing a PCR Evaluation Note (PCREN) for a sample of PCRs each year. Where a PCREN exists, the final ratings considered for the project are those in the PCREN, and not the PCR. This is the same for NSOs with the Expanded Supervision Report (XSR) and validated report referred to as XSREN.

[57] Reports were published between 2014 and 2024; however, the findings may cover activities and developments from earlier periods.

the GMS. The MTR of the Gender Strategy (2021-2025) found that Country Strategy Papers (CSPs) increasingly reference gender, though integration remains uneven across regions. Targeted initiatives including AFAWA have delivered tangible benefits for women entrepreneurs and for skills development. Data also indicate that some social sector operations in education and vocational training have also improved the livelihoods of women and girls, for example the Education and Training Quality Improvement Project in Namibia and the Lumwana Copper Mining project from Zambia AfDB IDEV, Zambia Country Programme Evaluation 2002–2015, 2016).

However, the most significant concern is the limited evidence of outcomes and impacts of interventions focused on GEWE, as identified across all documents. Few evaluations / studies capture transformational outcomes, such as shifts in agency or norms; evidence remains largely limited to reporting on outputs (receiving finance, training). Assessed documents consistently emphasize the lack of systematic assessment of whether gender-related interventions translate into meaningful or transformative empowerment outcomes.

In addition, very little data addresses gender in private sector operations, and post-closure sustainability. For instance, sustainability and long-term effects were mentioned in 8 reports (26%), reflecting limited understanding of whether gender results last after projects end. Moreover, very little data addresses intersectionality, which further constrains the ability to assess whether interventions reach and benefit the most marginalized groups of women.

Underlying these gaps is a broader weakness in data and measurement systems, identified in 14 evaluation reports (45%). Evaluations consistently point to limitations in monitoring frameworks, inconsistent use of sex-disaggregated and gender-sensitive indicators, weak data collection capacity, and uneven reporting practices.

Other evidence gaps, while less frequently cited, are nonetheless significant for institutional learning, as they limit understanding of whether gender results are sustained over time and how institutional capacity, staffing, and accountability arrangements influence the effectiveness of GEWE interventions. Institutional capacity and staffing were highlighted in 13 reports (42%), with concerns about the adequacy of gender focal points, resourcing, and accountability mechanisms. Evaluations noted that although capacity-building efforts were made, they were not consistently integrated or properly resourced, which reduced their effectiveness.

Evidence from other Multilateral Development Banks and Partners

An initial review of more than 15 gender evaluations conducted by Multilateral Development Banks (MDBs) and other development partners[58] between 2014-2025 paints a broadly similar picture, revealing persistent weaknesses in achieving gender-transformative outcomes.

Like the AfDB, most MDBs show progress in mainstreaming gender at the policy and design level, but evidence of outcomes remains scarce. The Asian Development Bank (AsDB)'s 2024 evaluation concluded that monitoring systems "fall short of measuring gender transformative change" and outcome data were inconclusive. The World Bank's 2024 corporate evaluation noted that although 93% of projects were tagged as gender-relevant, only 3% demonstrated transformative content. International Fund for Agricultural Development (IFAD)'s 2025 thematic evaluation found limited outcome reporting, while World Food Programme (WFP)'s 2020 gender policy evaluation identified ongoing weaknesses in sex- and age-disaggregated data.

Data gaps are pervasive across MDBs. The World Bank, European Bank for Reconstruction and Development (EBRD), and European Union (EU) each highlighted the absence of baselines and weak indicators, echoing AfDB findings. IFAD and the European Investment Bank (EIB) similarly reported that monitoring tends to focus on participation metrics rather than empowerment or structural change. Institutional capacity constraints for gender mainstreaming are also a common

[58] Asian Development Bank (AsDB) (2024), the World Bank (2024), International Fund for Agricultural Development (IFAD) (2025), European Bank for Reconstruction and Development (EBRD) (2024), World Food Programme (WFP) (2020), Inter-American Development Bank (IDB) (2018), United Nations Population Fund (UNFPA) (2021), United Nations Development Programme (UNDP) (2015), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) (2024), Global Environment Facility (GEF) (2018), European Union (EU) (2020), European Investment Bank (EIB) (2025), German Institute for Development Evaluation (Deval) (2021).

thread: AsDB, IFAD, WFP, and United Nations Population Fund (UNFPA) all found gender teams overstretched and training for operational staff limited, mirroring the AfDB's reports that raised capacity concerns.

Notwithstanding, some institutions go further than the AfDB in exploring systemic and contextual dimensions. The World Bank's 2023 *Addressing Gender Inequalities in Countries Affected by Fragility, Conflict, and Violence* evaluation analyzed the difficulty of combining depth, sustainability, and scale in fragile settings. UNFPA (2021) highlighted social norm change and humanitarian-development-peace nexus. IFAD and the EIB (2025) introduced intersectionality into their frameworks, while UN Women's synthesis (2020) stressed the importance of accountability mechanisms and coordination within the UN system. These dimensions are far less visible in assessed AfDB evaluations.

Comparison between the AfDB and MDB evidence

Overall, the AfDB evidence base closely aligns with findings from MDB peers on evidence gaps in GEWE outcomes, data systems, sustainability, and institutional capacity. The AfDB literature generally aligns with the MDB trend of demonstrating strong policy commitments but providing weaker proof of results. However, compared to peers, AfDB reporting appears narrower in scope. It has not yet systematically assessed intersectionality, fragility, or structural barriers to equality, areas that are increasingly present in other MDB evaluations. Evidence on private-sector operations and gender at the AfDB is particularly limited. Other MDBs (such as the EBRD and the International Finance Corporation (IFC) within the World Bank Group) have begun exploring more explicit ways to integrate and promote gender outcomes in private-sector operations.

At the same time, AfDB-specific initiatives like AFAWA and vocational training projects demonstrate tangible contributions to women's economic empowerment. Evaluations also highlight that progress is strongest when governments show ownership and when gender is supported by institutional structures and expertise (AfDB IDEV, Nigeria Country Programme Evaluation 2004–2016, 2018; Experience Integrating Gender at IDEV, 2018). Yet persistent weaknesses remain in demonstrating the sustainability of results, applying tagging tools consistently, and generating evidence at the outcome level cut across all institutions.

Box 1 Summary of identified evidence and knowledge gaps from both the AfDB and other institutional evaluations.

- The evidence base remains relatively **limited to output reporting**, with weak documentation of outcomes, impacts, and gender-transformative change.
- Evidence on **gender-related outcomes in private sector operations is particularly limited**
- Evaluations provide limited evidence on whether gender results persist after project closure and on long-term effects, constraining learning about the **sustainability** of GEWE outcomes.
- The evidence base **rarely applies an intersectional lens** (few disaggregate beyond sex), limiting understanding of differential outcomes by age, location, socioeconomic status, etc.
- **Institutional capacity constraints in gender mainstreaming recur**; concerns about resourcing and accountability mechanisms, and capacity-building that is not consistently integrated or adequately resourced.
- Persistent **weaknesses remain in the consistent application of tagging/tools and monitoring systems,** as well as in the **generation of outcome-level evidence**.

Opportunities for the GEWE evaluation

This evaluation presents a clear opportunity to address persistent evidence gaps. It can go beyond merely assessing the participation of women in Bank interventions to examine how they influence empowerment, agency, and changes in gender norms. It can also examine less-explored areas, such as gender integration in private sector operations, the sustainability of results after project completion, and how institutional incentives and resources support transformative approaches. Table 5 below provides more specificity on how the IDEV GEWE evaluation will address some of the evidence gaps.

Table 5 Summary of how the GEWE evaluation intends to address persistent gaps.

Evidence gaps	How the IDEV GEWE evaluation will address this gap	Evaluation tools, methods, components to be used
Limited output reporting with weak documentation of outcomes, impacts and gender-transformative change	The evaluation adopts a theory-based approach focusing on observable changes in practices, behaviours, relationships, and outcomes related to empowerment, and gender-transformative changes. The evaluation will use a mixed-method design to collect evidence, including primary data collection of impact stories undertaken to capture transformative changes.	• Reconstructed Theory of Change • Mixed methods design. • Semi-structured interviews • Focus groups discussions. • Impact stories Portfolio and documentation review
Limited gender outcomes in private sector operations	The evaluation recognises that evidence on gender outcomes in private sector operations is limited and therefore will examine whether and how these operations contribute to empowerment related outcomes and gender-transformative changes through a targeted case study.	• Semi-structured interviews • Focus groups discussions. • Impact stories • Portfolio and documentation review • Private Sector and AFAWA thematic case study
Insufficient evidence on sustainability and long-term effects	The evaluation will address gaps in sustainability evidence by examining whether observed gender-related outcomes persist over time and analyze factors influencing the durability of results.	• Reconstructed Theory of Change • Mixed methods design. • Semi-structured interviews • Focus groups discussions. • Impact stories • Portfolio and documentation review
Limited application of an intersectional lens with limited evidence in thematic areas such as fragility, conflict, structural barriers and contextual/systemic dimensions	The evaluation acknowledges limited intersectional analysis in previous evaluations and integrates attention to differential outcomes and contextual and structural factors, including fragility and systemic barriers, to better understand how GEWE results vary across contexts and groups.	• Reconstructed Theory of Change • Integration of *Do No Harm* approach. • Impact stories • Cross-cutting thematic case study
Institutional capacity constraints in gender mainstreaming	The evaluation will examine recurring institutional capacity constraints affecting gender mainstreaming, including resourcing, accountability mechanisms and staff capacity, to understand how these factors influence the quality and effectiveness of GEWE implementation. This will also include a review of good practices from other institutions to provide learning	• Semi-structured interviews with AfDB staff • AfDB staff survey • Portfolio and documentation review • Policy Review and Benchmarking Study
Weak data and monitoring systems, including inconsistent sex-disaggregation	The evaluation critically reviews data availability and monitoring practices, including weaknesses in sex disaggregated data and outcome level evidence, and assesses how these limitations affect learning, comparability and evidence-based decision making.	• Portfolio and documentation review • Semi-structured interviews with AfDB staff and implementing partners. • AfDB staff survey • Policy Review and Benchmarking Study

4. EVALUATION PURPOSE, SCOPE AND QUESTIONS

4.1 Purpose, Objectives and Scope of the Evaluation

IDEV will evaluate the AfDB's support for GEWE over the period 2014–2025. The evaluation seeks to assess the Bank's support to GEWE, progress registered in gender mainstreaming across lending and non-lending operations, the results achieved, the challenges encountered, and the extent to which its policies, strategies, and institutional frameworks have contributed to these results. Building on the 2020 evaluation synthesis and recent MTRs, it will generate empirical evidence on effective gender-related interventions and the Bank's plausible contribution to enabling gender-transformative change.

The evaluation aims to generate lessons and actionable recommendations to inform the ongoing development of the new Gender Action Plan and support GEWE aspirations outlined in the current TYS 2024–2033. Its findings will also contribute to the broader evidence base by offering context-specific insights into the Bank's support for GEWE.

The evaluation combines a summative assessment of the Bank's performance across the two gender strategy periods with a formative, learning-oriented perspective that validates GEWE results, identifies what has worked and what has not, and distils lessons to inform the incoming Gender Action Plan.

Scope: The evaluation covers 2014–2025, encompassing both gender strategies, relevant Bank policies, corporate and thematic/sector strategies, institutional frameworks, and GEWE-related interventions. The interventions include the Bank's lending and non-lending operations, as well as regional / country strategy development and implementation. Lending operations in this evaluation include all gender related SO and NSOs classified for GEWE outcomes using the different classification methods (see Table 6 below). Non-lending interventions such as knowledge works including gender data infrastructure, policy dialogue, advocacy, and partnership-building will also be included in the evaluation.**Overview of the AFDB's GEWE Portfolio**

Table 6 Evaluation coverage of AfDB gender-related projects

Project grouping (by period and classification	Gender classifications	Gender related projects
Pre-GMS projects (2014–2017)	CAT I, CAT II, CAT III	CAT I, CAT-II
Post-GMS projects (2018–2024)	GEN I, GEN II, GEN III, GEN IV	GEN I, GEN II, GEN III
NSOs that were ADOA-screened for gender & inclusion (2014-2024)	GS I, GS II, GS III	GS I, GS II

The evaluation will not assess (a) the Bank's internal performance on gender equality in its workforce, as this has recently been covered by the Equity, Diversity, and Gender Equality (EDGE) certification process[59]; or (b) sexual exploitation and abuse and gender-based violence as related to environmental and social safeguards in AfDB projects.

4.2 Evaluation Questions

The evaluation questions align with international evaluation criteria as outlined in Table 7 below. These questions will assess the relevance, coherence, effectiveness, impact, efficiency, sustainability, learning, and adaptability of the Bank's GEWE efforts. The evaluation questions will be assessed at multiple levels; project, sectoral, country, institutional, and strategic, to capture perspectives on the operating environment and the context in which the Bank's GEWE efforts are implemented. A detailed evaluation design matrix is provided in Annex 3.

[59] The Certification was concluded in July 2025 with the Bank progressing to Level 2 from Level 1 position in 2022. Where relevant information on the extent to which it influences integration of GEWE will be accessed and used.

Table 7 Evaluation Questions and Sub-Questions

Evaluation questions	Sub questions	Level
1. **Relevance**: To what extent is the Bank's Gender policy and strategic framework well designed and relevant to the needs of the Bank, Regional Member Countries (RMCs), end beneficiaries, and the evolving development context?	1.1 To what extent has the Gender Policy and Strategic Framework adapted over time to changes in the Bank's operating context, shareholder priorities, and the evolving needs of RMCs and beneficiaries? 1.2 How well do the Bank's gender interventions respond to the key gender-related needs and constraints of women and girls across different country and operational contexts? 1.3 What strengths and gaps in the design of gender strategies (2014-2018 and 2021-2025) and related operations can inform more transformative and scalable approaches in the next strategic cycle? 1.4 To what extent has the GMS affected the integration, quality and impact / results focus of AfDB operations? How does this compare with experiences of other MDBs?	Institutional Strategic Country Sectoral Project
2. **Coherence:** To what extent is the Bank's approach to gender equality and women's empowerment coherent across its strategic frameworks, interventions and partnerships to leverage and scale impact in its RMCs?	2.1 To what extent are the Bank's GEWE interventions coherent with other Bank strategies, departments, complexes, and country portfolios to enhance focus and impact in its RMCs? 2.2 In what ways do the Bank's GEWE objectives and interventions complement and leverage the efforts of other actors at local, regional, and global levels to contribute to greater scale and results in RMCs? Which opportunities and partnerships have proved more strategic?	Institutional Strategic Country Sectoral Project
3. **Effectiveness:** To what extent were the Bank's GEWE objectives and intended results achieved? What initiatives, tools and practices have best supported these efforts?	3.1 To what extent are the AfDB's gender interventions at the institutional, country and project level achieving their expected GEWE related results (outputs and outcomes)? 3.2 To what extent have these results contributed to the Bank's overall GEWE objectives across different contexts and beneficiary groups, including its contribution to an enabling environment for the improvement of GEWE? 3.3 What initiatives, tools and practices have best supported these efforts?	Strategic Country Sectoral Project
4. **Impact:** To what extent is there evidence of gender-transformative change associated with the Bank's GEWE interventions?	4.1 How has the AfDB's support contributed to changes in social norms, behaviours and practices and broader systemic changes that promote gender equality? To what extent has it reduced gender disparities? 4.2 What unintended consequences (positive or negative) are observed from the AfDB gender related projects?	Strategic Country Sectoral Project
5. **Efficiency:** To what extent are the Bank's structures, systems and resources adequately designed and effectively utilised to support implementation of GEWE?	5.1 How effectively do the Bank's organisational structures and systems support GEWE implementation? How does this compare with other MDBs? 5.2 How does the Bank's culture (including incentives) either facilitate or hinder the implementation and support of GEWE interventions? 5.3 To what extent has the Bank learned from past evaluations, reviews, and operational experiences to strengthen its capacity for gender mainstreaming and implementation, and how effectively has it applied this evidence to advance GEWE objectives? 5.4 To what extent have the Bank's gender related projects and initiatives been implemented efficiently (resource utilisation and timeliness)?	Institutional Strategic Project
6. **Sustainability:** How sustainable are the Bank's GEWE interventions and results?	6.1 To what extent are achieved GEWE results within the Bank and RMC level sustainable (in terms of institutional, financial, ownership and sustainability of partnerships)? 6.2 What are the key risk factors that would prevent the continuation of achieved benefits?	Institutional Strategic Country Sectoral Project
7. **Learning and Adaptation:** What is the Bank learning about the factors and practices that influence the achievement of GEWE results?	7.1 What internal and external factors and practices contributed to the achieved GEWE results within the Bank? What factors have hindered the Bank's GEWE efforts? 7.2 What lessons can be drawn from the Bank's implementation of GEWE to enhance the efficiency, effectiveness and sustainability of results?	Institutional Strategic Country Sectoral Project

5. RECONSTRUCTED THEORY OF CHANGE

This reconstructed Theory of Change (ToC) articulates how the AfDB intends to contribute to gender equality and women's empowerment across its RMCs, drawing on the strategic orientations of both the Gender Strategy 2014–2018 and the Gender Strategy 2021–2025.

The evaluation will assess the validity of the ToC: its hypothesis of change, from outputs to outcomes and impacts, and the Bank's contribution to GEWE outcomes.

The ToC consolidates the results logic underpinning the Bank's Gender Strategies across 2014-2025 into a single, integrated framework. It reflects continuity in the Bank's core economic empowerment pathways (supporting women's access to finance and markets, strengthening skills and employability, and expanding access to gender-responsive infrastructure and services), which appear across the period, although they are more greatly emphasised in the 2021-2025 Strategy. It also brings together the complementary structural and institutional outcomes that condition whether these pathways deliver sustained change. In the reconstructed ToC, these structural outcomes are presented as "enablers", to clarify that progress on GEWE requires parallel progress on systems, rules and incentives.

The ToC is thus structured around three mutually reinforcing pillars of action, introduced under the 2021-2025 strategy, and the three enabling dimensions, rooted primarily in the 2014-2018 strategy but also included in the current 2021-2025 strategy, which strengthens the delivery, effectiveness, sustainability and scalability of results.

Context and problem framing

Across the AfDB's Regional Member Countries (RMCs), women and girls continue to face persistent, interlinked and structural barriers that limit their participation in, contribution to, and equitable benefit from, economic transformation.

These barriers include:

- Limited access of women to banking services, finance, capital, technology and markets, driven in particular by restricted access to collateral such as land, reflecting significant gender gaps in land ownership and control over productive assets;
- Skills and employability gaps, notably in STEM, technical and vocational education and training (TVET), and digital pathways, which constrain access to higher-productivity employment;
- Inadequate and gender-blind infrastructure and services, including energy, transport, water and sanitation, social infrastructure, agriculture and economic infrastructure, digital connectivity that affects access to basic social services and markets, increase time burdens, and limit participation in education, employment, and entrepreneurship;
- A disproportionate burden of unpaid care and domestic work, increasing women's time poverty;[60]
- Discriminatory legal frameworks, institutional barriers and restrictive social norms, limiting women's economic autonomy, leadership and decision-making power;
- Gender-based violence and insecurity, undermining women's safety, wellbeing and participation in public and economic life;
- Heightened vulnerability to climate change, fragility and economic shocks, which disproportionately affect women and exacerbate existing inequalities. [61]

[60] Time poverty refers the constraints on women's time, mobility and availability for education, employment, entrepreneurship, and leisure induced by an unequal distribution of unpaid care and domestic work. Please refer to the Glossary for a detailed definition of Time Poverty.

[61] References for barriers cited in the literature and documentary review. See How gender inequality and climate change are interconnected | UN Women – Headquarters (2025); Gendered vulnerabilities in climate shocks: the role of social protection interventions - IOPscience (2024); Unpaid care work prevents 708 million women from participating in the labour market | International Labour Organization (2024); Women, Business and the Law 2024 (World Bank Group, 2024); Africa's Gender Gap in Access to Finance for Women, IMF F&D (2020); Strengthening Gender Statistics

Overall change logic

The ToC is grounded in the recognition that gender inequalities in Africa are structural, multidimensional and mutually reinforcing. Women's limited access to finance, skills, infrastructure and economic opportunities is linked with unequal asset ownership, unpaid care burdens, discriminatory laws and norms, weak institutional capacity, and heightened exposure to fragility and climate-related shocks.[62]

In this context, this reconstructed ToC postulates that progress towards gender equality cannot be achieved through isolated sectoral interventions. Rather, gender equality outcomes across the High 5 priorities depend on progress along two interdependent layers:

1. **Empowerment pathways** that expand women's opportunities and reduce practical constraints, reflected through the ToC's mutually reinforcing pillars of change
2. **Structural and institutional enablers** shape whether those opportunities translate into sustained empowerment.

Change is therefore understood as **non-linear and iterative**, unfolding through multiple pathways and requiring learning, adaptation and coordination among a wide range of actors.

Mutually reinforcing pillars of change

Pillar 1 - Women's access to finance and markets: The first pillar focuses on strengthening women's economic participation by improving access to finance, business development support, and markets.[63] The ToC assumes that when the AfDB mobilizes and leverages sovereign and non-sovereign financing, deploys de-risking instruments, strengthens financial institutions' capacity to serve women, and facilitates women's integration into High-5-aligned value chains, women in general, women entrepreneurs and women-led enterprises are better able to access appropriate financial services, products and commercial opportunities. This includes supporting an enabling business environment through policy dialogue and reforms that reduce barriers for women and W-SMEs to access finance and financial services, and compete in markets.[64] In turn, these activities are expected to support enterprise growth, income generation and job creation, and to strengthen women's economic agency. However, the ToC also recognizes that access to finance and financial services alone is insufficient unless complementary constraints, such as digital and financial literacy, collateral requirements, formalization barriers and market access limitations, are addressed in parallel.

Pillar 2 - Women's skills enhancement, employability and job creation: The second pillar addresses gender gaps in skills development and labor market participation.[65] It focuses on strengthening gender-responsive education and skills systems, particularly in STEM, TVET, digital and emerging green sectors, while improving school-to-work transitions through partnerships with the private sector. The ToC assumes that when women acquire labor-market-relevant skills and benefit from targeted measures to overcome participation barriers, they are better positioned to access better employment opportunities. Over time, this contributes to improved earnings, reduced occupational inequality, and stronger women's participation in Africa's economic transformation. The ToC explicitly recognizes that skills development only translates into

[62] Ibid.
[63] This dimension is included in both Gender Strategies but is more strongly emphasized in the current strategy under Pillar 1: "Empowering women through access to finance and markets". The 2014-2018 Strategy, under Pillar 2: "Economic empowerment", does cover aspects of women's access to and control over financial resources and related market inclusion.
[64] In the reconstructed ToC, the "enabling business environment" for women entrepreneurs is treated as a core part of women's access to finance and markets, while recognising that it depends also on structural reforms reflected under the enabler on legal status and property rights.
[65] This dimension is included in both Gender Strategies but is more strongly emphasized in the current strategy under Pillar 2: "Accelerating employability and job creation for women through skills enhancement." In the 2014-2018 Strategy, skills training is embedded mainly within Pillar 2: "Economic Empowerment" and also linked to knowledge/capacity building work.

employment when broader structural factors, such as care responsibilities, mobility, safety and employer practices, are also addressed.

Pillar 3 - Women's access to gender-responsive infrastructure and services: The third pillar addresses infrastructure and service constraints that exacerbate women's time poverty and limited mobility.[66] By financing inclusive and gender-responsive infrastructure, across energy, transport, water and sanitation, social infrastructure, agriculture and economic infrastructure, digital connectivity, the Bank seeks to improve women's access to essential services and reduce the unpaid care burden. The ToC assumes that when infrastructure is designed with women as end-users and stakeholders throughout the process, it contributes not only to improved well-being but also to increased participation in education, employment, and markets, thereby reinforcing the outcomes of Pillars 1 and 2.

Structural and institutional enabler outcomes

While the three pillars define the primary pathways of economic empowerment, the ToC recognizes that these pathways cannot deliver sustained gender equality outcomes without addressing the enabling conditions that address deeper structural barriers.

Enabler Outcome 1 - Legal status, property rights and protection from gender-based violence: The first enabling dimension focuses on strengthening women's legal status, access to assets and personal security.[67] Through policy dialogue, governance operations and partnerships, the Bank supports reforms related to land and property rights, legal identity, finance, access to justice and protection from gender-based violence. These reforms enhance women's ability to own and control assets, access collateral, engage safely in economic activities and exercise decision-making power, thereby increasing the effectiveness of all three pillars. This includes policy and legal reforms that help create a private sector and business climate open to women, an emphasis that was explicit in the 2014-2018 strategy and remains necessary to unlock finance and market access (Pillar 1of the reconstructed ToC).

Enabler Outcome 2 - Knowledge, data and institutional capacity: The second enabling dimension concerns the availability and use of gender-responsive data and evidence, as well as institutional capacity.[68] The ToC assumes that when gender-sensitive data systems[69] are strengthened, gender diagnostics are conducted, and staff and counterparts are equipped with appropriate tools and skills, gender mainstreaming becomes more consistent, evidence-based and results-oriented across the project cycle;. This enables improved design quality, stronger implementation, gender responsive policy making and enhanced learning and accountability. It also contributes to making gender interventions more legitimate because they rely on consistent data and analysis.

Institutional Enabler Outcome - AfDB internal institutional transformation: The third enabling dimension concerns the Bank's own institutional role[70] , that is the AfDB's ability to deliver gender-

[66] This dimension is included in both Gender Strategies but is more strongly emphasized in the current strategy as an explicit result under Pillar 3: Increasing women's access to social services through infrastructure." Notwithstanding, infrastructure is a major instrument within Pillar 2: "Economic empowerment" of the 2014-2018 Strategy (e.g., leveraging infrastructure for gender equality; gender-responsive infrastructure; water/sanitation/energy/ICT as contributors to women's empowerment), but is not a standalone pillar.

[67] This dimension is included in both Gender Strategies but is more strongly emphasized in the 2014-2018 Strategy under Pillar 1: "Legal status and property rights," including legal reforms/secure land tenure and reduction in gender-based violence. In the current 2021-2025 Strategy, these enablers are addressed through policy dialogue and partnerships (e.g., engaging on women's property rights/legal status and working with partners with comparative advantage on GBV and related constraints).

[68] This dimension is included in both Gender Strategies but is more strongly emphasized in the 2014-2018 Strategy under Pillar 3: "Knowledge management and capacity building," including improved gender results reporting, staff/RMC capacity, and sex-disaggregated data/statistics. This dimension is strongly present in the current 2021-2025 Strategy but is positioned as guiding principle and systems strengthening (knowledge generation/data-informed decision making; sex-disaggregated indicators and M&E; strengthening data/reporting systems).

[69] "Gender-sensitive data systems" refers to data systems that produce and use sex-disaggregated data and additional gender-relevance statistics on gender roles, relations and power. For instance, such statistics include, where feasible, information on unpaid care/work time use, access to resources, gender-based constraints and risks, and other intersectional factors relevant to outcomes.

[70] This dimension is included in both Gender Strategies but is more strongly emphasized in the 2014-2018 Strategy through the dedicated "internal transformation strategy". In the current 2021-2025 Strategy, internal aspects are covered but framed in the Gender Action Plan as the enabling "internal architecture" supporting delivery of the Strategy's three pillars.

responsive outputs at scale by embedding GEWE requirements, tools, and incentives into core operational systems and processes across the project cycle. In doing so, it helps ensure that the Bank's interventions translate consistently into concrete outputs and implementation progress on the ground, rather than relying on ad hoc initiatives or individual champions. The ToC also recognizes that the AfDB's external credibility and overall effectiveness depend on its ability to lead and model systematic gender mainstreaming. This internal transformation is therefore central to the ToC, reinforcing the quality, coherence, and sustainability of GEWE results.

Assumptions and risks

The ToC relies on several key assumptions that enable outputs to translate into outcomes and contribute to transformational change. These are:

1. **Sustained political and institutional space for gender equality in RMCs:** Governments and public institutions demonstrate sufficient commitment and openness to engage on gender equality priorities, including women's economic empowerment, legal reforms and protection from GBV, and possess the minimum institutional capacity required to absorb AfDB financing, technical assistance and policy dialogue. [71]

2. **Social acceptance enables women's participation and uptake**: Social acceptance within households, communities, and relevant local institutions is needed for women's increased economic participation, mobility, and visibility. This enables women and girls to participate meaningfully in AfDB-supported activities without facing prohibitive backlash (e.g., harassment, restrictions on movement, or social sanctions) that would undermine participation or service uptake. [72]

3. **Economic ecosystems capable of absorbing women's enhanced participation into the economy:** financial systems, labor markets, and High-5-aligned value chains are sufficiently dynamic to absorb women's increased access to finance, skills, infrastructure, and employment, translating their increased participation into additional growth.

4. **Safety and safeguarding enable women's participation:** Women and girls can participate safely in AfDB-supported education, employment, entrepreneurship and service use because security conditions and risks of harm (e.g., conflict-related violence, community/criminal insecurity, harassment and gender-based violence) do not prevent access or create prohibitive fear.[73] Effective safeguarding are in place and functioning, particularly in fragile and conflict-affected contexts.

5. **Context stability and resilience to major shocks:** The broader operating environment remains sufficiently stable to allow implementation continuity, with no large-scale conflict, pandemic, or macroeconomic shock that fundamentally disrupts institutions, markets or service delivery systems over the period of intervention. [74]

6. **AfDB institutional capacity, partnerships and learning systems:** The Bank maintains strong leadership commitment, gender expertise, operational tools, accountability mechanisms and partnerships that support GEWE.

7. AfDB and other development partner programs are ensuring that sufficient safeguards are in place to eliminate or minimize negative effect of their development programs on women and other vulnerable groups.

[71] See UNRISD (2025), *Understanding Backlash Against Gender Equality: Evidence, Trends and Policy Responses.*
[72] Ibid.
[73] The World Bank notes GBV increases during conflict and that lack of access to services and insecurity aggravate risks for women and girls. See World Bank Group (2023) Tackling Gender Based Violence in Fragile Contexts. See also Independent Evaluation Group (2023), *Addressing Gender Inequalities in Countries Affected by Fragility, Conflict, and Violence.*
[74] FCV contexts are associated with disruption of services and heightened risks for women and girls, including GBV and reduced access to health/education/employment. See Independent Evaluation Group (2023), *Addressing Gender Inequalities in Countries Affected by Fragility, Conflict, and Violence.* See also UN Women on climate risks to gender equality, How gender inequality and climate change are interconnected | UN Women – Headquarters

The risks below capture the main factors that could weaken, delay, or reverse the pathways from the Bank's levers to outputs, intermediate outcomes, and outcomes:

1. **Political economy resistance:** Mirroring the first assumption, governments and institutions may lack sustained commitment or face political resistance to gender reforms (e.g., legal identity, property rights, labour protections, GBV prevention/response), weakening policy dialogue, implementation and enforcement.
2. **Social norm resistance:** Programmes that target women's economic participation, mobility, or visibility may trigger backlash at household/community level (e.g. harassment, restrictions), undermining participation in programmes or service uptake.[75]
3. **Fragility, conflict, and climate shocks disrupt implementation:** Conflict, fragility, and macroeconomic shocks, as well as climate shocks, can disrupt institutions and markets, interrupting implementation continuity and limiting outcome delivery.
4. **Labour markets and value chains may not absorb increased female participation:** Mirroring the second assumption, even if women gain skills, access to finance, or time savings, labour markets and value chains may not generate sufficient decent work opportunities (or remain discriminatory).
5. **Policy reforms are adopted but not implemented/enforced:** Laws and policies may be drafted or adopted but not enforced (e.g. due to a lack of political will, capacity constraints in the form of funding and institutional capacities), limiting the enabling environment effect.
6. **AfDB internal mainstreaming systems may be inconsistently applied:** Internal incentives and tools may lead to inconsistent application rather than meaningful gender analysis and results focus.

AfDB levers of intervention: Under the Theory of Change, the Bank mobilizes a combination of financial, technical, institutional and knowledge-based levers to advance GEWE across its RMCs. These levers of intervention include sovereign and non-sovereign financing, blended finance and risk-sharing instruments, dedicated facilities such as AFAWA, and technical assistance resources to support governments, financial institutions and implementing partners. They also encompass policy dialogue, knowledge creation, convening power, agenda-setting, partnerships with the private sector, civil society, and the UN system; and internal institutional inputs, such as staff expertise, gender tools and systems, operational guidance, and corporate accountability mechanisms. Together, these levers provide the foundation through which the Bank seeks to influence markets, institutions and service delivery systems in support of gender-responsive development, improving gender equality and more inclusive development across the High 5 priorities.

The chain of change, from outputs to outcomes, is described below:

Outputs: Through these levers, the Bank generates tangible outputs that operationalize its gender equality objectives. These include:

- Outputs under Pillar 1 (Women's access to finance and markets) focus on expanding women's access to financial services, business support and market opportunities. These include the delivery of gender-responsive financing and de-risking mechanisms for women-led enterprises; technical and financial assistance to financial institutions to strengthen their capacity and incentives to serve women clients; and capacity-building support to women-led

[75] See UNRISD (2025), Understanding Backlash Against Gender Equality: Evidence, Trends and Policy Responses.

enterprises, entrepreneurs, women farmers and MSMEs to access financial services, improve bankability, productivity and business performance. Complementary outputs include policy dialogue and reforms aimed at improving the enabling business environment for women-owned enterprises, including addressing constraints related to collateral, formalization and market access.

- Outputs under Pillar 2 include support to gender-responsive TVET and skills programs and policies, with targeted training opportunities for women and girls integrated into AfDB-supported operations. The Bank engages in policy dialogue to embed GEWE objectives in national TVET strategies and promote equal access to training and employment opportunities. Complementary outputs include public awareness and advocacy initiatives addressing social norms around women's employment, as well as data generation and analytical work on women's employment patterns and barriers to inform policy and programme design.

- Outputs under Pillar 3 include the establishment of gender-responsive infrastructure and service delivery operations, supported by technical assistance to project implementation units (PIUs) to strengthen gender integration in design, implementation and monitoring. Women are actively involved in the planning, design and management of services and infrastructure. Complementary outputs include sector-level policy dialogue to integrate GEWE into infrastructure and service policies, public awareness and advocacy initiatives to promote women's access and uptake, and the production of data and knowledge products on women's access to services and infrastructure and the barriers they face.

At the Bank level, outputs also encompass improved internal systems, tools and staff capacity that enable more consistent and results-oriented integration of gender considerations across the project cycle.

Intermediate outcomes: Building on these outputs, intermediate outcomes represent changes in capacity, behaviors, practices and enabling conditions that must occur before pillar outcomes can be released.

- Interim outcomes under Pillar 1 (Women's access to finance and markets) are expected to contribute to: (i) increased capacities of financial institutions, business development service providers and other actors to respond to the needs of women, women-led businesses and women entrepreneurs; (ii) increased and utilized funding opportunities for women-led SMEs, including in less favorable sectors/areas; and (iii) improvements in the regulatory/policy environment for women-led SMEs, alongside reduced complementary constraints that limit effective access (e.g., collateral/formalization/market access barriers); and iv) increased and utilized financial and banking products for women in general and women entrepreneurs in particular.

- Interim outcomes under Pillar 2 (women 'skills and employability), are expected to contribute to: (i) reduced gender-based barriers in TVET and STEM programmes and opportunities (including restrictive norms/attitudes that limit participation); (ii) improvements in women's formal and non-formal skills; (iii) improvements in the regulatory/policy environment for women accessing training and jobs; and (iv) improved school-to-work transition mechanisms and labor-market linkages for women.

- Interim outcomes under Pillar 3 (women's access to services and infrastructures) are expected to contribute to: (i) decisions on infrastructure and services increasingly taking women's perspectives and needs into account; (ii) investments increasingly prioritizing areas, sectors or solutions relevant for women's and girls' needs; (iii) increased cultural acceptance of women accessing services; and (iv) increased access by women to basic services (education, health and others) enabled through improved infrastructure and services.

Outcomes: Building on the intermediate outcomes generated through the three pillars and their enabling dimensions, the Bank's interventions are expected to contribute over time to the following outcome areas:

- Pillar 1 – Women's access to finance and markets improves: women including women-owned and women-led enterprises are better able to access appropriate financial services, products and commercial opportunities, supported by strengthened institutions and a more enabling environment for women entrepreneurs. As women gain improved access to finance, business development services, and higher-value markets, they are better positioned to start, formalize, and scale enterprises. Complementary investments that address constraints (e.g. limited collateral, discriminatory market rules) enable women-led businesses to adopt better inputs and practices, increase output, and move up value chains. The combined effect is growth in number and performance of women-led enterprises.
- Pillar 2 - Women's employability and access to decent work improves: women and girls acquire labor-market-relevant skills and benefit from measures that reduce participation barriers, strengthening employability and supporting access to better employment opportunities and improved working conditions over time.
- Pillar 3 – Women's access and use of gender-responsive infrastructure and services improves and time poverty decreases: gender-responsive infrastructure and services improve women's access to essential services and reduce unpaid care burdens. Gender-responsive infrastructure and services reduce the time women and girls spend on unpaid domestic and care tasks, as well as improving mobility and access to services.

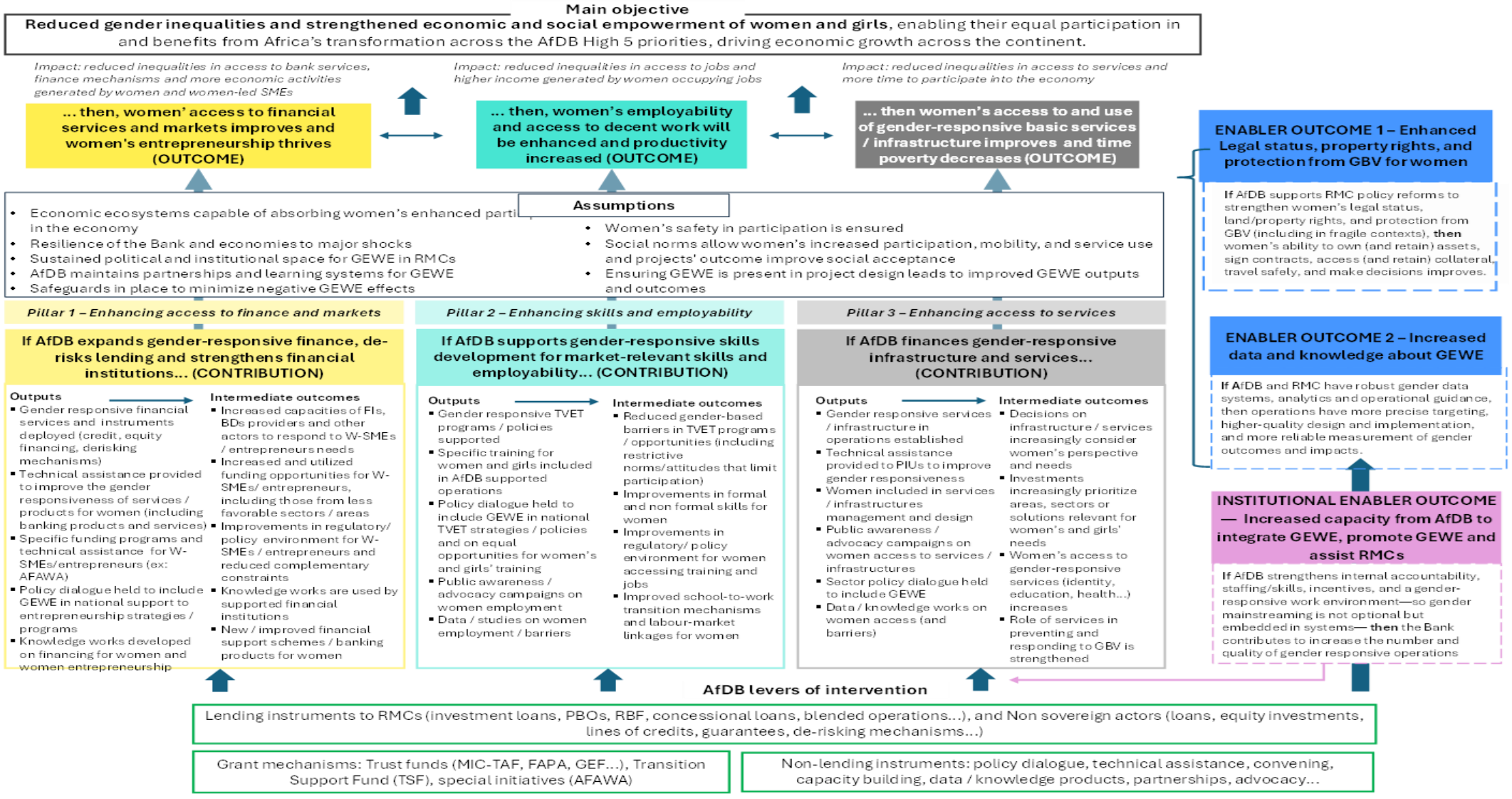
Impact: In the reconstructed ToC, impact is conceptualized as the overarching, longer-term development change to which the AfDB's support to GEWE is expected to contribute across the High 5s priorities: reduced gender inequalities and strengthened economic and social empowerment of women and girls, enabling their equal participation in, contribution to, and benefits from Africa's transformation. In this ToC, impact is not conceived as a linear "end point" following a single pathway; rather, it emerges from the combined effects of the three pillar outcomes operating in parallel with the structural and institutional enabling dimensions that shape whether improved opportunities translate into sustained empowerment.

The notion of **gender-transformative change** is integrated within the impact evaluation criterion as change that goes beyond improved access or participation to capture shifts in social norms, standards, behaviors and practices, power dynamics and structural barriers. That is, changes in the underlying mechanisms that reproduce gender inequality.

- **Normative change** refers to shifts in gender norms, attitudes, roles and relations that shape the living conditions of women and girls in households, communities, and marketplaces.
- **Power and agency change** refers to shifts in decision-making power and control over resources and opportunities so that women can access skills, finance or services but also use them safely and autonomously. Increased economic opportunities can translate into stronger bargaining power and autonomy within households and communities, particularly when combined with reforms that enhance women's rights, access to land and assets, and protection from discrimination and violence. Over time, these changes contribute to greater agency, representation, and leadership across community, economic and political spheres.
- **Institutional and structural change** refers to reforms and shifts in the laws, policies, organizational practices, market systems, and service delivery arrangements that reduce discrimination and unequal constraints.

An illustrative display of the reconstructed theory of change is contained in Figure 2.

Figure 2 Reconstructed Theory of Change



6. EVALUATION APPROACH AND METHODOLOGY

6.1 Evaluation Approach

The evaluation will adopt a theory-based approach and combining mixed methods. The AfDB Evaluation Policy and relevant international evaluation standards will guide the evaluation's implementation.

The evaluation team has used two theories of change (ToCs) drawn from the Bank's gender strategies to develop an integrated reconstructed ToC, which will serve as the analytical framework. This integrated ToC maps the results pathways and the critical assumptions required to achieve the intended development outcomes for gender equality in AfDB GEWE support over the period 2014-2025 (see Figure 2). As such, the reconstructed ToC allows the identification of the results pathways stemming from both gender strategies. It is worth noting that some elements were changed and de-emphasised across the two strategies, reflecting a shift from a stronger emphasis on structural legal and institutional reforms toward a more operational and economically focused approach centered on women's access to finances, skills, markets and gender-responsive infrastructure. The evaluation will assess these changes and adaptation to changing circumstances, as well as their impacts.

To substantiate the results, ensure a robust, evidence-based assessment of the Bank's contribution to GEWE and translate of results into sound, evidence-based conclusions and recommendations a **mixed-method approach** will also be used, combining both qualitative and quantitative methods.

6.2 Evaluation Methods

A mixed-methods approach will be employed to gather data and respond to the evaluation questions. The data collection strategy will combine both primary and secondary sources in generating evidence.

1. **The primary data collection** includes semi-structured interviews, focus group discussions (FGDs), direct observations and online survey.
2. **The secondary sources** will include the document and literature review and the portfolio review.

Document and literature review

The evaluation will review key internal documents and any additional relevant documents (2014-2025) against the evaluation questions to assess the design, implementation experience, and results achieved over the period. The indicative list of documents includes:

- **AfDB Policy and Strategy documents,** including the Gender Policy, TYS, High 5 strategies, ADF and GCI-VII commitments, Gender Strategies and Action Plans, implementation reports, regional / country strategy papers, and thematic/sector (including private sector development, Youth Employment, Fragility, Agriculture) and other corporate strategies.
- **National / country documentation,** including national development plans, gender policies and strategies.
- **Operational documents at corporate and project level,** including PARs, readiness review reports, ADOA notes, Gender Action Plans, implementation progress and results reports (IPRs), completion reports (PCRs/XSRs) and their validation (PCRENs/XSRENs), project MTRs and aide memoires.
- **Corporate monitoring, progress and evaluation reports,** including strategy MTRs, ADERs, and annual reports, as well as IDEV evaluations.
- **AFAWA Initiative documents,** including establishment agreements, funding agreements, operational manuals, monthly briefs, annual progress reports, and MTRs.

- **Knowledge works,** including economic and sector works (ESWs), produced as part of the Bank's GEWE initiatives, including the Africa Gender Index, Country Gender Profiles, Country Private Sector Profiles, research papers, etc.
- **Bank operational databases**, which will be used to extract and statistically analyse portfolio data to assess the performance of gender-related projects and identify contributing factors.
- **External literature,** including MOPAN assessment, Independent Commission on Aid Impact's (ICAI, House of Commons United Kingdom) review of the UK's support to the AfDB, institutional gender policies, guidelines / tools and evaluations conducted by other MDBs, development partners, and recent research and studies on GEWE from academic and policy institutions.

Semi-structured Interviews

This tool will be used to collect primary data on GEWE's perspectives and experiences. A purposive sampling strategy will be employed to select interview participants from the following stakeholder groups:

- **Bank Staff – Gender Department**: Staff directly involved in gender programming will be interviewed to capture strategic and operational insights.
- **Other Bank Staff**: This includes Task Managers and staff from ecosystem support departments who engage in gender-related activities in project design, and implementation, supervision and reporting.
- **Board members (Executive Directors):** are key stakeholders representing the interests of the Bank's shareholders and ultimately approve the Bank's strategic framework.
- At the local level (during field visits), **local authorities, implementing partners, private sector partners, and service providers** are key stakeholders in assessing the ownership and sustainability of the intervention.
- **Development Partners**: Interviews with representatives from partner institutions will help contextualize the Bank's gender mainstreaming within broader development cooperation frameworks.

While efforts will be made to ensure representation across key stakeholder groups, the final sample will be shaped by individuals' availability and willingness to participate. Interviews will be scheduled flexibly to accommodate participants' time constraints.

Focus Group Discussions (FGDs)

This tool will be used to collect primary data on GEWE's perspectives and experiences. Different FGDs will be organized according to the type of stakeholders:

- **End-beneficiaries:** FGDs will be conducted with project beneficiaries, disaggregated by gender, age and other social factors that strongly influence women's and girls' participation and gender outcomes to ensure safe and open dialogue. Separate sessions will be held with women and men and with community leaders. Sites for FGDs will be selected based on project relevance, geographic diversity, and logistical feasibility while being mindful of potential bias in participant selection. Each group will consist of up to 10 participants. Additionally, participatory techniques during field activities will be explored to maximize engagement from participants.
- **Project Implementation Units (PIUs), contractors and project field staff**: FGDs with those actors provide perspectives on gender mainstreaming at the project level, including operational constraints and innovations.
- **Women's organisations** (national women's rights organizations and local women grass-root organizations): FGDs will be conducted with women's organizations to ensure the evaluation reflects the perspectives of rightsholders, captures contextual and lived experience insights on gender norms and empowerment to strengthens the credibility, inclusiveness, and relevance of the findings.
- **Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs)**: both international and local: FGDs will be conducted with selected NGOs or/ and CSOs engaged

in project implementation and those working on gender and other inclusivity issues to offer external viewpoints on the Bank's GEWE efforts.

Direct Observations

These will provide real-time insights into gender dynamics and implementation quality. Using a structured checklist, evaluators will systematically observe behaviors, interactions, and conditions, and the tangible aspects of gender-responsive design in infrastructure (e.g., location of water points, lighting in public spaces, separate sanitation facilities, design of market stalls). This will include inspecting gender-responsive infrastructure and ongoing project activities; observing economic and public engagement activities where possible, including interactions in FGDs; and validating reported results.

Impact stories

To capture the AfDB's contribution to gender transformative changes, the evaluation will collect impact stories among the 17 projects targeted for the in-depth project performance assessments (PPAs) in the on-site case study countries (discussed more in the case study and PPA sections).

The **impact stories** will be developed through the following steps:

1. The evaluators will identify projects showing some evidence of results and/or on-going processes of gender transformative change based on consultations with the different categories of key informants.
2. Based on the evidence collected, a short narrative of change will be developed, including: (i) the transformative change occurred/ongoing; (ii) the people affected by this change, as well as the ecosystems affected (national, local, firm/organization, community, social group, household, individual…); and where relevant/observed (iii) the trajectory of change, including how the contextual factors are combined with the project enablers; (iv) other stakeholders/interventions contributing to the same change in the same period, and specific contribution of the project; (v) eventual backlashes and other negative factors that occurred and how they were addressed and by whom.
3. To triangulate and enrich the change narrative, at least three categories of key informant will be interviewed (including end beneficiaries). Depending on the type of key informant and on the time and conditions in the field, data collection will use semi-structured interviews and focus groups.

Data collection will be focused on the following points:

- What has changed? (The most significant change occurred after the project arrives; the how was the situation before; how is the situation now)
- What happened? The reconstruction of the trajectory of change, with the chains of events from the beginning until now.
- What made the change possible? What really enabled the change: which conditions, which events, which interventions and from whom, which actors were involved and how.
- What was the contribution of the AfDB initiative to the change occurred? And how did other initiatives and stakeholders contribute to the same change?
- What were the constraints and backlash and how were they faced (and by whom)?

Based on the data collected, each impact story will take the form of a dedicated short box either in the technical report or its annexes that highlights the transformative change that occurred and the Bank's contribution towards that change, with supporting evidence from documents and interviews; and (vi) data limitations. The impact stories will also serve as illustrative elements to highlight the main typologies of gender-transformative change that the Bank is able to produce via its different levers of intervention.

Online Staff Survey

The online survey will be conducted to generate generalisable insights into staff experiences with gender mainstreaming within the Bank, including perceptions of organisational culture and incentives for gender mainstreaming, the usability of gender tools (such as GMS), achievements, and perceived enablers and barriers to achieving transformative GEWE results.

It will target a defined population of approximately 868 AfDB staff and consultants from operational departments and complexes across the Bank engaged with gender mainstreaming in operations. This includes personnel from AHGC as well as selected departments from implementing complexes (ECVP, RDVP, PEVP, AHVP, PIVP), and ecosystem support departments (SNSP, SNFI, SNSC, SNDR, SNOU, RDTS, PGCL, PGRF).

Given the relatively low response rates typical of online surveys (often below 30%)[76], a census approach will be employed, inviting all eligible individuals within the target population to participate. This survey allows for systematic measurement and generalisation across staff groups.

Data collection guides for the different methods are included in Annex 4.

6.3 Evaluation Components

The evaluation is divided into six components that will generate the evidence needed to answer the evaluation questions. These include portfolio review, policy and benchmarking study, case studies and project performance assessments. The detailed approach for each component is provided in the sections that follow. Other information on the alignment of evaluation questions and evaluation components is found in the Evaluation Matrix in Annex 3.

Portfolio review

This review analyses portfolio data to understand the evolution, composition, and performance of the Bank's support for GEWE. As part of the approach paper development and the first phase of this portfolio review, the evaluation team conducted a preliminary analysis to map gender-marked projects by classification category, geographic and sectoral coverage, funding and instrument types, and project status. The analysis drew on data from institutional databases and project documents and informed the sampling strategy for countries and projects (see Annex 4).

The portfolio review will be further enhanced during the data collection phase to include additional analyses on portfolio quality, timeliness, and overall development performance, which will inform other components and findings of the evaluation.

Policy Review and Benchmarking Study

This component assesses the extent to which the Bank's policy and institutional frameworks for GEWE are relevant, coherent, and effective, and how they compare with those of peer organizations in terms of results and good practices. The study will inform all evaluation questions. The study comprises a literature review, a policy analysis, and a benchmarking exercise.

- The **literature review** will draw on existing documentation, including evaluations, MTRs, and relevant academic and institutional publications to identify emerging GEWE trends, key findings, and lessons learned as well as highlighting areas where evaluative evidence is limited or missing.
- The **policy analysis** will assess the evolution, continued relevance, and implementation of the Bank's GEWE policy and strategic framework. It examines how the policy has been operationalized over time and assesses its alignment with current Bank needs, development priorities and gender-related challenges in an evolving context. The analysis also assesses

[76] https://researchbasics.education.uconn.edu/survey-research-response-rates/

how well the policy aligns with international standards and best practices in GEWE, within an evolving global and institutional context.

- The **benchmarking** will assess the gender-related policies, institutional mechanisms, and practices of selected multilateral organisations. Targeted institutions include the AsDB, Inter-American Development Bank (IDB), EBRD, EIB, and the World Bank Group, including IFC, selected for their comparable scale, scope, strategic relevance to the AfDB, and the availability of a gender strategy (see in annex the methodology used to select comparators). Other institutions' evidence, in particular UN Women, OECD, Finance in Common (Coalition on Gender Equality and Women's Empowerment in Development Banks[77]) will be used selectively to highlight best practices on gender mainstreaming and enrich the analysis without compromising comparability across MDBs. In addition, targeted thematic elements may be incorporated, such as good agricultural practices, drawing on IFAD's experience to enrich the analysis. This comparative analysis will help to situate the Bank's performance within broader regional and global efforts. This benchmarking will leverage existing benchmarking studies from IFAD and ADB, and other completed gender evaluations to compare gender priorities, institutional arrangements for gender mainstreaming, approaches to measuring transformative outcomes, and the integration of gender into private-sector operations.

Case studies

The evaluation will use a combination of country and thematic case studies to enable in-depth analysis of GEWE implementation across different country contexts, themes, and sectors, providing contextual knowledge and evidence.

Country case studies

The evaluation will undertake country case studies to enable an in-depth investigation of the country context, the integration of gender issues within country programs, selected gender related operations, policy dialogue and other AfDB assistance to achieve GEWE results. These case studies will enable the team to explore how GEWE has been addressed across different regional and national contexts, and to identify the institutional enablers and barriers to success and scale. By combining project-level evidence with insights on broader country strategies, the case studies will also provide a nuanced understanding of how the Bank's GEWE objectives are operationalized on the ground.

The country case studies will focus on seven countries, including Nigeria, Rwanda, South Africa, Morocco, Cameroon, Mauritania, and Ghana[78], through a combination of physical and virtual missions. The inclusion of an additional country to be studied virtually will help to ensure sufficient representation across thematic areas and strengthen the overall robustness of the evaluation findings.

These countries were selected through a multi-stage, stratified purposive sampling approach designed to ensure a diverse and contextually relevant set of cases capable of illustrating key themes, implementation dynamics and cross-country learning. The following criteria were used:

- **Regional representation and diversity**: At least one country was selected from each of the Bank's five regions to ensure geographic diversity.
- **Volume of gender-marked projects**: Countries with a high number of gender related projects (both SOs and NSOs combined) in each region were prioritized. Limited inclusion of countries with lower volumes of gender-marked projects was also considered to generate insights on barriers and enablers to GEWE investment.
- **Country classification balance**: The sample was designed to include a mix of ADB, ADF, Blend, and Transition State countries to reflect contextual diversity.

[77] The Coalition conducted a survey to map the latest trends and innovations in programs financed by Public Development Banks (PDBs) targeting women's financial inclusion.
[78] Tunisia is retained as a back-up country in the event of access constraints or evaluation fatigue in Morocco.

- **Availability/ recognition of evaluation fatigue:** Countries recently covered by the Gender Strategy and AFAWA MTRs or other evaluations—such as Côte d'Ivoire, Kenya and Tunisia—were excluded despite the volume of gender related operations to reduce respondent fatigue. Relevant information will be accessed through the MTR reports.
- **Validation using** AGI: AGI scores were consulted to identify countries with the highest and lowest gender equality performance in each region. This helped validate and adjust selections based on both gender outcomes and project concentration.
- **Thematic diversity and articulation with thematic case studies**: countries are also selected based on the concentration of at least two similar thematic projects (e.g. South Africa for NSO, Ghana for Agriculture).

Table 8 Country Selection

Region	Countries	# Gender related projects	Rank # gender related projects for the region	# Gender related agriculture projects	# Gender -related NSOs	AfDB country classification	Transition	AGI Regional Rank	Link with thematic case studies	Type of mission / Lead
West Africa	Nigeria	43	2nd	3	4	ADB	No	14/15	NSO + Agriculture	Physical / EY-IDEV Lead
	Ghana	22	8th	5	1	ADF-Gap	No	3/15	Agriculture	Virtual / EY Lead
East Africa	Rwanda	35	2nd	0	1	ADF	No	1/13	Cross-cutting / NSO	Physical / EY Lead
	Burundi	14	9 th	1	0	ADF	Yes	4/13	Fragility	Physical / EY Lead
	Eritrea	7	12th	4	0	ADF	Yes	11/13	Fragility	Physical / IDEV
Southern Africa	South Africa	27	2nd	0	2	ADB	No	3/13	NSO Cross-cutting	Physical / EY Lead
Central Africa	Cameroon	20	3rd	1	0	Blend	No	2/7	Agriculture + Climate	Physical / IDEV Lead
North Africa	Morocco	42	1st	4	1	ADB	No	2/6	NSO + Agriculture	Physical / EY Lead

Within each selected country, projects were selected based on a set of predefined criteria, i.e. implementation status, gender categorization and approval date and sectoral focus, designed to ensure relevance and data availability[79] (see section of PPAs for the sampling approach applied for project selection). A total of **28 projects (SOs and NSOs) have been sampled** across the selected case study countries, for which PPAs[80] will be performed.

The country case studies will include a document and portfolio review and the outcomes from the PPAs (*see section on PPAs below for more details*) as well as semi-structured interviews at the national level and at the local and community levels, direct and structured observation of activities, services, infrastructure and focus group discussions (FGDs) with community leaders and with end beneficiaries (*see section on evaluation tools for more details*). When FGDs and/or on-site interviews are not feasible, the evaluators will conduct phone interviews with end beneficiaries or other key informants. Following these activities, the evaluation team will assemble, analyse, and triangulate the data gathered in the Country Case Study Report.

Thematic case studies

Given the sectoral distribution of the Bank's GEWE portfolio, the evaluation team identified three thematic areas for deeper analysis. These include (i) the AFAWA Initiative, the Bank's key initiative for advancing women's economic participation, and broader private sector operations; (ii)

[79] Projects were primarily selected to support country case studies, and where they also offered valuable insights for thematic case studies, this dual relevance was considered an added advantage.
[80] PPAs will be performed on 31 projects, including 3 multi-country projects that are outside of the country case studies. The multi-country PPAs will be integrated into the thematic case studies.

interventions at the intersection of gender, climate, youth, and fragility, reflecting the Bank's growing engagement in complex and vulnerable contexts; and (iii) agricultural operations, which account for the second-largest share of gender-related SOs over the 2014-2024 period and are central to women's livelihoods across the continent. Together, these thematic case studies will provide a lens for assessing the Bank's contribution to GEWE and extracting important lessons to inform future programming.

As for country case studies, projects were reviewed and selected based on a set of predefined criteria, i.e. implementation status, gender categorization and approval date and sectoral focus, designed to ensure relevance and data availability[81] (see section of PPAs for the sampling approach applied for the selection of projects). As multi-country projects constitute a significant share of the portfolio (20% of SOs and 40% of NSOs), a sample of multi-country NSOs has been identified using the criteria above, as well as ensuring the inclusion of AFAWA projects. A total of **31 projects (SOs and NSOs) have been sampled**, including 28 across the countries selected for country case studies and 3 that are multi-countries, for which PPAs will be performed. Table 9 below shows the thematic distribution of the project sample.

Table 9 Distribution of projects covering thematic case studies.

Theme	Agriculture	Private sector	Gender, climate, inclusion, youth, fragility	Other/ Cross-cutting
Number of projects	9	5	5	12

More detailed information on each thematic case study is provided in the Annex 6: Terms of Reference of Thematic Case studies.

The case studies will cover both the selected gender related projects and relevant non lending assistance provided in that sector/thematic area to be examined through a document review, a portfolio review for each thematic to provide some basic quantitative analysis, the outcomes from the PPAs (*see section on PPAs below for more details*) as well as semi-structured interviews, FGDs and direct observations for in-depth PPAs in selected countries for country case studies.

Project Performance Assessment (PPA)

The PPA will involve a targeted review of operations (including PBOs) selected across the country and thematic case studies. It will assess performance across the GEWE evaluation criteria: relevance, coherence, effectiveness, efficiency, impact, sustainability, and learning. The PPA will specifically assess the quality of the project's theory of change from a GEWE perspective, examining the logical connection between activities and extent to which it addresses specific gender barriers, and the intended gender results. These assessments will help identify transformative gender outcomes and identify key factors (external and internal) influencing success or failure, especially where monitoring data is limited. This assessment will also assess other quality at entry elements like timeliness at start-up.

The evaluation team applied criterion sampling to identify a set of **31 projects** to be considered as part of PPAs. The following criteria guided the selection process of projects:

- **Implementation status**: priority was given to projects that had been completed and closed, with PCRENs /PCRs, or XSRs[82] for NSOs to ensure lessons learned and good practices are captured. The sample also included nearly completed projects. However, to capture learning from the evolving AFAWA initiative and other recent strategic priorities, an estimated eight strategically important projects with high disbursement of funding

[81] Projects were primarily selected to support country case studies, and where they also offered valuable insights for thematic case studies, this dual relevance was considered an added advantage.
[82] From 168 projects with an Excellent or Good score, only 18 (11%) had XSR. Therefore, this was not used as the first layer of sampling for NSOs. If an XSR was available for a project that had the relevant score and disbursement rate, it was considered. Or consider those with 75% disbursement.

(>75%) will also be included. This ensures that the evaluation can assess results and lessons based on substantive implementation experience.

- **Sectoral Focus:** Sector selection was informed by the portfolio review and aligned with the themes identified for the thematic case studies. Priority was given to projects in sectors with high portfolio representation and strategic relevance, including multi-sector and agriculture. Projects addressing youth, climate, and fragility were also identified to meet thematic case study needs but these need to be clarified during the inception phase.
- **Logistics inside the country**: The selection of projects also considered logistics inside the country (distance between projects, accessibility to reach projects, availability of stakeholders/beneficiaries).

The **31 PPAs** include a combination of in depth and light touch assessments as demonstrated in Table 10 below allowing the evaluation to achieve broader portfolio coverage and improve representativeness across project types and contexts, such as multi-country projects. This mixed approach strengthens the credibility of findings by triangulating insights from the deep dives with patterns identified across a larger set of projects.

Table 10 Distribution of in-depth and light-touch PPAs and data collection tools used.

Countries	In-depth	Data collection tools	Light	Data collection tools	Total
Morocco	3 (1 IDEV, 2 EY)	Desk review Interviews on-site FGDs Direct observations	1 (1 EY)	Desk review 1-2 Interviews with Task Managers and project and partner leads based on availability of stakeholders	4 (1 IDEV, 3 EY)
Burundi	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
Nigeria	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
South Africa	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
Rwanda	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
Cameroon	2 (1 IDEV, 1 EY)		1 (1 IDEV)		3 (2 IDEV, 1 EY)
Ghana	0		2 (2 EY)		2 (2 EY)
Eritrea	3 (3 IDEV)		0		3 (3 IDEV)
Multi-countries	0		3 (3 IDEV)		3 (3 IDEV)

The full list of sampled projects is attached as Annex 7.

Both PPA templates cover all evaluation questions and are structured around similar but distinct templates with adaptations made to account for available lines of evidence see Annex 8). The PPAs outcomes will feed into both the country and thematic case studies as well as contributing to the overall evidence base for the evaluation.

Integration of an "Do No Harm" approach to the evaluation.

The evaluation integrates the *Do No Harm principle*, with the objective of anticipating, preventing and mitigating any potential adverse effects that the evaluation may have on stakeholders. This approach is grounded in the recognition that evaluation activities, in particular data collection, constitute interventions in themselves, with the potential to influence local dynamics, power relations and existing vulnerabilities.

The integration of the *Do No Harm approach* begins with the development of a comprehensive and context-specific understanding of the institutional, social, political and cultural environment in which gender related projects that will be assessed operates. This analysis aims to identify gender dynamics, power relations, conflict or fragility factors and groups that may be marginalised or exposed to heightened risks. Particular attention is paid to social norms, structural inequalities, and interactions between institutional actors, CSOs, and beneficiaries to ensure that the evaluation acknowledge those and does not inadvertently reinforce existing inequalities or

tensions. This will be attained through the review of country documents and interviews with regional gender specialists and Task Managers before engaging with other in country stakeholders.

The *Do No Harm approach* is systematically embedded in the evaluation design, including:

- The formulation of evaluation questions, ensuring that they are non-stigmatizing and do not expose specific groups to harm,
- The selection of data collection methods that are participatory, inclusive and adapted to the local context.

Data collection tools are therefore designed in line with the *Do No Harm approach*. They are tailored to cultural sensitivities and gender considerations and incorporate clear protocols for informed consent, confidentiality and data protection.

During the implementation of data collection activities, participation will be entirely voluntary, and respondents will be informed of their rights to withdraw at any time. Data collection modalities will be adapted as needed in response to contextual changes or emerging risks.

Finally, this approach will be maintained throughout data analysis and reporting. Findings will be presented in an aggregated and anonymized manner to prevent the identification of individuals or vulnerable groups. Conclusions and recommendations will be formulated with careful consideration of their potential implications, with the aim of strengthening gender equality and women's empowerment without generating new risks, tensions or unintended negative effects.

6.4 Data analysis

Data analysis will be transparent, systematic, and rigorous, ensuring that empirical data is effectively used to answer the evaluation questions while safeguarding the anonymity, dignity, and safety of all respondents. The analysis will integrate both qualitative and quantitative methods, allowing for triangulation of findings and a deeper understanding of complex gender dynamics in the African context. This mixed-methods approach will ensure a robust, evidence-based assessment of the Bank's contribution to GEWE. The evaluation will also apply contribution analysis style approach to assess the AfDB's contribution to observed outcomes and impacts. A standardised rating system will be applied to each evaluation criterion and question to establish overall performance. The next sections discuss these elements further.

Qualitative Data Analysis: Qualitative data will be examined through content, pattern, and thematic analysis. The analysis aims to provide depth, context, and meaning, offering nuanced insights that go beyond surface-level descriptions to inform action-oriented recommendations, particularly in relation to projects expected and effective contributions to gender-transformative change at both design and implementation levels.

Coding: Coding will be structured around the evaluation matrix sub-questions. The evaluation team will conduct two iterative rounds of coding which will feed a triangulation matrix (excel file) that integrates evidence from the desk review and primary qualitative data:

- Deductive coding, where data will be assigned to pre-identified categories based on the evaluation's sub-questions and gender policy indicators and evaluation framework (i.e. data from interview notes and other data sources will be inserted into the triangulation matrix based on the categories identified).
- Inductive coding, where emerging themes are identified to capture unanticipated yet relevant aspects, such as shifts in cultural narratives or grassroots innovations in advancing gender equality (i.e. merging themes identified will be added into a specific excel column).

Data to be coded and analysed include interview transcripts, focus group notes, impact stories, document review outcomes. Coding will be conducted using a specialized qualitative analysis software (i.e. NVivo) to ensure systematic code management, traceability of analytical decision and visualization of emerging patterns and themes.

Quantitative Data Analysis: Quantitative data will be analysed using descriptive statistics to identify overall trends, patterns, and correlations. Where relevant, feasible, and if data availability and quality permit, quantitative analytical techniques will be considered to further explore patterns, potential differences and factors contributing to observed outcomes across key subgroups (including youth, populations in fragile contexts, geographic locations, and sectors of intervention).

Contribution analysis: The evaluation will apply a contribution analysis style approach to assess the African Development Bank's plausible contribution to observed changes. Drawing on documentary review, interviews, surveys, case studies, project performance assessments, and secondary data, the analysis will test the extent to which observed changes are consistent with the Bank's strategic intent, and delivery of relevant activities and outputs, while also examining the role of other drivers of change and alternative explanations. This approach will enable the evaluation to develop and test credible contribution claims and to distinguish between cases where AfDB support was an important contributing factor, played a more limited supporting role, or did not materially contribute to the observed change.

The contribution analysis will follow the following logical process:

- **Identify whether a relevant change has occurred**. The evaluation will first identify evidence of observable change in relation to GEWE outcomes.
- **Assess whether there was a clear intention to achieve that change**. The evaluation will then examine whether the observed change was aligned with an explicit strategic or operational intent reflected in the Bank's strategies, institutional and operational results frameworks, or broader institutional efforts on GEWE.
- **Examine whether activities and output were plausibly capable of contributing to the change**. The analysis will assess whether the activities implemented and outputs delivered were coherent with the stated intent and whether they provide a plausible pathway through which the observed change could have been influenced.
- **Triangulation of sources to verify the contribution.** The contribution of the Bank's intervention(s) will then be verified through the triangulation of sources, which will help to understand the degree to which the outputs were instrumental in producing that change, or had little impact, or whether change occurred in spite of negative or no contribution.

These elements will then be consolidated into a contribution narrative within the technical report that explains how and under what conditions (bearing in mind external enabling and hindering factors) the Bank contributed to observed GEWE outcomes and impacts.

Artificial Intelligence (AI): The team will apply the use of AI, i.e., notably Natural Language Processing (NLP) and Large Language Models (LLMs), in the synthesis of existing policy and evaluative evidence, portfolio review, PPAs and as possible analysis of impact related questions. The evaluation will explore the use of machine learning models and access to big data to assess the effectiveness and impact of selected interventions. Information extraction using AI will be followed by a systematic human review to ensure analytical coherence and robust quality assurance exclusively for EY-produced deliverables.

Triangulation: The evaluation includes three kinds of triangulation as can be seen in Table 11 below i.e. investigator triangulation, data triangulation, and methodological triangulation.

Table 11 Types of triangulations

Investigator triangulation	Data triangulation	Methodological triangulation
Different members of the evaluation team will be involved in data collection, analysis, and interpretation of findings. This will help to reduce individual bias, challenge assumptions, and strengthen the consistency and credibility of the analysis.	Findings will be compared across different data sources and respondent groups, including document review, interviews, surveys, and portfolio evidence. This will help to verify whether patterns are consistent across sources and identify areas of convergence, divergence, or data gaps.	The evaluation will combine qualitative and quantitative methods to examine the same questions from different angles. Using mixed methods will help strengthen the robustness of findings and provide a more comprehensive understanding of the Bank's support to GEWE.

Where possible, the analysis will be disaggregated across the two strategy periods (2014–2018 and 2021–2025) to assess changes in institutional performance, strategic focus, and operational approaches, including the evolution of gender marking systems. Comparisons will also be made across regions, country typologies and among different groups of women to provide a contextualized understanding of results and conditions across diverse contexts; and where possible SOs and NSOs. Where possible, the analysis will also examine differentiated results and impacts at the individual, household, and systemic levels to determine the transformative effects of the AfDB's assistance.

Once all data has been collected, it will then be organised into an evaluation synthesis matrix (table format), which allows for an arrangement of the summary evidence from all data sources according to each evaluation question, from which emerging findings can be drawn. The table format also facilitates triangulation across sources. Please see an indicative format in Table 12 below.

Table 12 Indicative format of an evidence synthesis matrix

Core evaluation questions/ sub-questions	Indicator/ measures / judgement criteria	Lines of Evidence									Findings	Lessons by criterion
		Desk review	KIIs	FGD	Benchmarking	Country Case Study	Thematic Case Study	Portfolio Revie	Survey	Quantitative analysis		
EQ1												
EQ2												

Rating method: To establish overall performance, the evaluation will apply a rating system to each evaluation criterion and question. In line with IDEV Evaluation Guidelines, the evaluation will use a four-point scale (Highly Satisfactory–4, Satisfactory–3, Partly Unsatisfactory–2, Unsatisfactory–1) to assess performance across the core criteria: relevance, coherence, effectiveness, impact, efficiency, and sustainability. All ratings will be grounded in evidence collected throughout the evaluation process, across its various components. The evaluation team has developed tailored sub criteria for each rating scale and guidance for applying the rating method at the project, thematic and corporate level, which can be found in **Erreur ! Source du renvoi introuvable.**.

6.5 Limitations and Mitigation Measures

The table below presents some identified risks along and the proposed mitigation measures.

Table 13 Risks and mitigation measures

Identified risks	Proposed mitigation measures
Inconsistencies in gender classification systems	The evaluation will analyse data from the two periods and SO/NSO where relevant separately.
Limited financial data on gender components of projects	Findings and or conclusions related to budget allocations will be treated with caution.
Missing data on non-screened projects with potential gender outcomes	For areas where data remains incomplete, the evaluation will refrain from drawing definitive conclusions and will instead highlight findings with appropriate caution.
Limited representation of marginalized groups (i.e. rural women, women with disabilities, migrants, internally displaced women, etc.)	The evaluation team will be working with country offices to help remove barriers to the participation of these groups, particularly in areas outside of the capital city.
Unsuitable timing of missions; due to political, operational, or other hinderances to engagement	The evaluation team will adopt a flexible scheduling and contingency planning. If needed, the evaluation will use virtual missions where physical presence is not feasible.
Self-censorship or social desirability bias in respondents' answers during qualitative interviews	The evaluation team will assure participants that the information collected would be confidential and ensure privacy. We will also ensure that respondents in a hierarchical professional relationship are neither interviewed nor included in the same discussion.
Data collected does not allow a full evaluation of expected outcomes and outputs	The evaluation team will analyse existing data and stress the limitation of current reporting systems in the evaluation report. Data collection methods implemented during phase 2 of the evaluation (interviews, desk review, and field visit) will help to capture missing information.
Confirmation bias (the risk of seeking information that supports rather than challenges the hypothesis or preliminary conclusions)	The search for evidence will not be limited to expected effects but will also include evidence on external factors, unintended effects, and negative effects. Different perspectives on the same issue or variable of interest that emerge during data collection, and analysis will be thoroughly considered, with follow-up interviews and consultations conducted whenever possible.

7. MANAGEMENT, QUALITY ASSURANCE AND STAKEHOLDER ENGAGEMENT STRATEGY

7.1 The Evaluation Organisation

The evaluation will be coordinated by two co-Task Managers and an IDEV team that will provide methodological guidance, support in research, data analysis, data collection, report writing, communication and dissemination. IDEV management will provide supervision and guidance (see Table 17).

Table 14 IDEV Evaluation team

Task Managers	Mabarakissa Diomande – Principal Evaluation Officer May Esther Mwaka – Principal Evaluation Officer
Team Member	Leticia Taimo Jansen – Senior Evaluation Officer Hermann Fofie Kouame – Consultant, IDEV

Assisted by	Daouda Drabo – Data Scientist Ali Compaore – Consultant, IDEV
Senior Methodology Adviser	Donna Podems
Internal peer reviewers	AbdulKareem Lawal - Quality and Methods Advisor (Consultant) Joseph Mouanda - Chief Evaluation Officer
External Peer Reviewer	Michael Bamberger, Consultant
Knowledge Management	Jacqueline Nyaghima – Principal Knowledge Management Officer Najade Lindsay – Knowledge Management Officer Arsene Birindwa, Communications Consultant
Division Manager	Madhusoodhanan Mampuzhasseril
Evaluator General	Karen Rot-Munstermann

To support IDEV in conducting this evaluation, the team procured the services of EY Advisory France. The consultancy team will conduct data collection, analysis, and reporting. The firm will conduct document reviews, stakeholder interviews and discussions, oversee and analyse responses from the online surveys, and prepare the case studies. The firm will work under the supervision of the Task managers.

Table 15 EY Evaluation team

Team Leader Engagement Partner /Service Quality Assurance Expert	Arnauld Bertrand
Team Leader	Arnaud Laaban
Deputy Team Leader	Ann Livingston
Thematic Experts	Jérémie None, Evaluation Private Sector Expert Hannah Nyamekye, Evaluation Gender in Agriculture Expert Serena Fogaroli, Evaluation Gender, Climate, Youth, Fragility and Inclusion Expert
Local Experts	Cameroon, Burundi, South Africa, Morocco, Rwanda
Support Staff	Thomas Knowles, Evaluation consultant Mathilde Bernadoy, Evaluation consultant

7.2 Quality Assurance and Risk Management

The quality assurance framework for this evaluation is built on a complementary and integrated approach, combining IDEV's quality assurance procedures with EY's internal quality assurance system. This mechanism is designed to ensure the methodological rigor, operational relevance, credibility and decision-making usefulness of all evaluation outputs, in line with international evaluation standards and the AfDB's institutional requirements.

In line with the AfDB's focus on quality evaluative evidence to inform decision-making, the evaluation will be governed by IDEV's quality assurance procedures to assure quality and provide useful evidence. All evaluation products will be reviewed by both external and internal peer review teams to ensure methodological soundness and operational relevance in line with the objectives of the evaluation.

In addition, an Evaluation Reference Group (ERG) drawn from various departments of the AfDB has been established to provide feedback and advice on the technical soundness of the evaluation design, quality and relevance of evaluation findings, lessons drawn and their usefulness to inform future interventions. The ERG will review core deliverables, i.e., the approach paper, technical and summary reports.

Within EY, the organisation will implement a robust and continuous internal quality assurance system covering the entire evaluation. Multiple controls will be put in place to ensure the timely delivery of high-quality outputs. EY applies quality principles systematically across all assignments to provide:

- Intellectual quality of the expertise and consistency of analysis in the field covered by the evaluation (subject-matter check) – provided by a Thematic Expert from our EY Team.
- Adequacy and appropriateness of methodologies applied in the field of evaluation (methodological check) – provided by the Team Leader
- Editorial quality and language proofreading are required to ensure written outputs are clear, concise, and avoid repetition. It involves two stages: editing of the text to check for linguistic style, logical consistency, and incomplete referencing; and final proofreading to ensure error-free spelling and punctuation.
- Service Quality Assurance Expert will have regular touchpoints every two months with IDEV to debrief on main quality key points.

7.3 Deliverables and Timelines

Deliverables

The evaluation will produce the following deliverables:

- **Final Approach Paper:** This final paper presents a finalised methodological approach including and revisions to the theory of change, evaluation matrix, updated data collection plan and tools, analytical tools including the tailored rating scales, terms of reference for case studies, final selection of the case study countries and projects, a detailed work plan; and evaluation structure and team members' responsibilities.

- **Policy and Benchmarking report:** The benchmarking report will review the Bank's institutional arrangements, gender strategies, and relevant sectoral and corporate policies, alongside comparator institutions (other MDBs). It will assess the extent to which policies incorporate GEWE objectives, the mechanisms established to implement them, and the evidence generated through existing evaluations/reviews. The report will highlight good practices and lessons from comparators that can inform improvements in the Bank's GEWE interventions, with a view to strengthening policy design, operational effectiveness, and institutional capacity.

- **Country case studies report:** the report will provide an in-depth analysis of the country GEWE context and selected projects, examining how GEWE objectives have been integrated into country strategies and, programs, and policy dialogue. It will document achievements, challenges, and lessons, comparing performance with similar countries in similar contexts to highlight the enablers and barriers that influence implementation.

- **Thematic case study report:** The report will synthesize evidence across the identified thematic areas, assessing the relevance, effectiveness, and sustainability of interventions in advancing GEWE outcomes. It will draw on project-level analysis, country data collection and stakeholder perspectives to present results, good practices, and persistent challenges. The report will distil lessons learned and provide targeted recommendations to strengthen the Bank's approaches to GEWE within the thematic domains.

- **Technical report:** The technical report will compile all required evidence to answer the evaluation questions. This report will be based on evidence gathered from the above components combined with additional data analysis. IDEV uses the OECD-DAC and the Evaluation Cooperation Group guidance to assess the quality of the consultant's deliverables.

- **Summary report:** This report will summarize the key findings from the technical report, lessons and actionable recommendations for submission to CODE. The summary report is prepared by IDEV.

Report outlines are attached in Annex 10.

Timelines

Table 16 Evaluation Deliverables and Timeline

Milestones/Products	Delivery date	IDEV	Consultant
Inception Phase			
Concept Note	August 2025	X	
Background documentation collection, Reviews and Scoping (portfolio analysis, review of evaluation reports, evidence gap analysis, stakeholder consultations)	June- 2025	X	
Preliminary stakeholder engagement strategy and dissemination plan	June 2025	X	
Approach Paper	October 2025	X	
Terms of Reference	October 2025	X	
Consultant recruitment	December 2025	X	
Final Approach Paper	March 2026		X
Data Collection Phase			
Policy and Benchmarking Report	Feb-May 2026	X	X
Project performance assessments (PPAs)	Feb-Mid-May 2026		X
Data collection (HQs, virtual and field missions)	Dec 2025-April 2026	X	X
Case study reports	June 2026		X
Analysis, Reporting and Dissemination			
Technical Report (Draft)	July 2026		X
Technical Report (Final)	July 2026		X
Summary Report	August 2026	X	
CODE Discussion	November 2026	X	
Dissemination and Learning products / events	November 2026 onwards	X	

The detailed timeline is provided in Annex 11.

7.4 Stakeholder Engagement Strategy

Stakeholder engagement plan

The knowledge generated from this evaluation will be shared with targeted stakeholders—both internal and external—to inform and strengthen the Bank's efforts on gender equality and women's empowerment. Table 15 below outlines the key stakeholder groups and their relationship with the evaluation. Dissemination and knowledge-sharing efforts will focus on these categories.

Table 17 Stakeholder Engagement Plan

Category	Key Stakeholders	Strategy for Engaging stakeholders	How will they use the Evaluations findings / recommendations / lessons?
AfDB Board	AfDB Board of Directors (notably CODE)	▪ Individual consultations ▪ Presentation of the Evaluation Report ▪ Share Evaluation Report	▪ Guide strategic decisions on GEWE policies and strategies, and endorse future priorities
Senior Management	VP and Directors ▪ VPs of Agriculture, Human, and Social Development Complex (AHVP) and ▪ Regional Development, Integration and Business Delivery VP Complex (RDVP)	▪ Individual interviews ▪ Presentation of the Evaluation Report ▪ Share Evaluation Report	▪ To inform GEWE policy decisions and guide the design and implementation of the Gender action plan under the Bank's TYS.
Lead/User Department	▪ Gender, Women and Civil Society Department (AHGC) management (including AFAWA Team) and regional gender focal points.	▪ Engage throughout the evaluation process (In the Evaluation Reference group [ERG]) ▪ Initial Consultations ▪ Interviews ▪ Data collection ▪ Share evaluation report. ▪ Organization of learning events	▪ To inform the design and operational implementation of the GEWE strategy/ action plan, AFAWA Initiative reforms and design of new initiatives in line with TYS 2024-2033 as well as the four-cardinal points
Implementing Sector complexes and departments	Economic Governance and Knowledge Management (ECVP) esp. African Development Institute (ECAD); Power Energy, Climate and Green Growth Complex (PEVP), PIVP (esp. PINS), SNVP (esp. SNSP, SNDR and SNSC), TMs of GEWE projects/initiatives, staff from ecosystem support departments	▪ Interviews ▪ Data collection ▪ Share evaluation report. ▪ Representation in the ERG ▪ Participation in learning events	▪ Learning to improve mainstreaming gender in their operations. ▪ Seeing if they align with institutional commitments
RMC Implementers & Beneficiaries	▪ Government officials (counterparts, line-ministries, Project Implementation Units (PIUs)), financial institutions, and non-state actor (CSOs, women's organizations, Private Sector, etc.) implementing GEWE interventions. ▪ Gender ministries and independent bodies ▪ Direct beneficiaries of GEWE interventions under review	▪ Interviews during RMC case studies visits ▪ Share evaluation report. ▪ Involve in learning events	▪ Enhanced awareness about mainstreaming gender in Bank supported interventions in the RMC.
Development partners	▪ Technical Financial Partners on GEWE interventions ▪ MDBs and other DPs in case study countries with gender-focused interventions	▪ Data collection ▪ Interviews ▪ Share evaluation report. ▪ Involve in learning events	▪ Learning that could inform their gender-focused programs and participation in joint advocacy initiatives.

Category	Key Stakeholders	Strategy for Engaging stakeholders	How will they use the Evaluations findings / recommendations / lessons?
Private sector	Women entrepreneur bodies in case study RMCs Financial and non- financial service providers for entrepreneurs Employers' organizations/professional associations/chambers of commerce	▪ Interviews ▪ Share evaluation report. ▪ Involve in learning events	▪ Implementation of gender programs on the ground and advocacy. ▪ Evidence-based advocacy (using findings to push for stronger commitment to gender reforms, or funding priorities by the Bank and other stakeholders). ▪ Empowering communities.
CSOs and other stakeholders in the field	Gender-focused CSOs (from Bank's CSO dept), women's organizations and other gender policy and advocacy CSOs in RMCs. Local authorities and communities (including community leaders) Final beneficiaries		
Quality assurance	IDEV Management, Evaluation Reference Group (ERG), Internal and external Peer reviewers	▪ Focal persons for their department (ERG) ▪ Discussion of concept note. ▪ Share emerging findings report. ▪ Share draft evaluation report. ▪ Organization of learning events ▪ Obtain validation of evaluation deliverables	▪ Quality assurance

Preliminary Communication and Dissemination Plan Outline

The preliminary communication and dissemination plan in Table 16 below provides an overview of the planned knowledge products and communication channels to ensure broad and effective reach.

Table 18 Preliminary Communication and Dissemination Plan Outline

Deliverable	Audience	Means of communication	Knowledge/ Communication product	Provisional calendar
Concept note (CN)	- IDEV management - Evaluation reference group - General Public	- E-mail - Meetings/ briefings - Website	Presentation Concept note document. Evaluation Webpage (created)	August 2025
Draft Approach Paper	- IDEV management - Internal and external peer reviewers - ERG	- E-mail - ERG meetings	Presentation Draft Approach Paper manuscript	Sept. 2025
TOR	- IDEV Management - External Consultants -	- E-mail - Website	TOR Manuscript TOR Advert on IDEV website	Sept 2025
Approach Paper	- Evaluation Reference Group - All key stakeholders	- E-mail - website	Approach Paper (PDF) on Evaluation Webpage	March 2026
Draft and Final Technical Report	- Internal and external peer reviewers - Evaluation Reference Group - User Department	- E-mail	Technical Report (PDF)	July -August 2026

Deliverable	Audience	Means of communication	Knowledge/ Communication product	Provisional calendar
Draft Summary Report	- Internal and external peer reviewers - IDEV Management - Evaluation Reference Group	- E-mail - - ERG meetings	Summary Report manuscript	July 2026
Evaluation Summary Report	- AfDB Board - AfDB Senior Management -	- Email - CODE meeting	Presentation Summary Report (PDF)	November 2026
Evaluation Summary Report	- AfDB management and staff - Key stakeholders in RMCs and Development Partners - General Public	- E-mail, Intranet, Twitter - IDEV & AfDB Website - Learning and Knowledge events (internal & external) - Digital & printed publications	- Published Summary Report and Executive Summary - Presentations - Briefs/ Highlights/ Lesson Notes, - Compendium of stories, - Country case study briefs. - Case sheets/ lessons note from thematic studies (AFAWA and Private Sector, Gender, Climate, Youth, and Fragility, Agriculture)	After Nov 2026

ANNEXES

Annex 1: The Bank's gender-related indicators

To assess the extent to which the institutional and operational arrangements translate into measurable results, the Bank relies on a set of gender-related indicators integrated into its corporate results architecture. The Bank's Results Measurement Framework (RMF) is the core instrument used to monitor and assess progress in the implementation of the High 5s and across the Bank's operations. It provides a structured and coherent approach to tracking results through a set of quantitative and qualitative indicators measured at different levels of the results chain. Through the RMF, the Bank is able to measure progress achieved, assess the contribution of its operations to gender equality and the empowerment of women and girls, and strengthen accountability across different levels of the results cycle.

The RMF is organized around four complementary levels:

- Level 1: Measures development progress at the continental and regional level in Africa (strategic level). It assesses Africa's overall development progress toward gender equality, independently of the Bank's direct interventions. It captures broad structural and socio-economic trends that reflect the status of women and men across the continent and provides the contextual foundation for assessing the relevance and contribution of Bank-supported operations.
- Level 2: Measures results and impact generated by Bank-supported operations (sectoral and regional level). It examines how and to what extent Bank-supported operations contribute to gender equality outcomes. It focuses on results that are directly attributable to the Bank's interventions across sectors and countries.
- Level 3: Measures the Bank's internal operational and institutional effectiveness (operational level). It assesses the Bank's internal capacity and effectiveness in mainstreaming gender equality across its strategies, operations, and institutional processes. It focuses on how well gender considerations are integrated into planning, implementation, monitoring, and evaluation.
- Level 4: Measures the representation of women among professional staff and in senior management (corporate level).

This evaluation focuses on the first three levels, in line with its scope and analytical objectives. The same structure applies to both gender strategies' periods under review (2014-2018/2020 and 2021-2025). This enables a comparative assessment of the evolution of priorities, indicators and ambitious related to gender equality (see Annex 4 for further details).

Level 1: Measures development progress at the continental and regional level in Africa (strategic level)

Level 1 of the RMF assesses Africa's overall development progress toward gender equality, independently of the Bank's direct interventions. It captures broad structural and socioeconomic trends that reflect the status of women and men across the continent and provides the contextual foundation for assessing the relevance and contribution of Bank-supported operations.

Table 19 Level 1: Strategic gender-related indicators – 2014-2018/2020

LEVEL 1 – WHAT PROGRESS IS AFRICA MAKING TOWARDS GENDER EQUALITY?					
Results	**Indicator**	**Baseline**	**Target (2016)**	**Target (2018)**	**Source of Verification**
Promote gender equality and	Gender Sensitive Country Institutions Index	0.33	2.8 1.4	3.5 1.8.	SIGI

empowerment of women in Africa	Gender Inequality Index	0.577 (Sub-Saharan Africa) 0.555 (Arab States)	6.6 3.3	8.4 4.2	UNDP
	Women's participation in the labour market (% of women)	22.7% (Sub-Saharan Africa) 15.7% (Arab States)	4.2 2.1	5.3 2.7	ILO
	Female net enrolment ratio in primary education	74 (Sub-Saharan Africa) 87 (Arab States)	10.6 5.3	13.5 6.7	UNESCO
	Access to credit (% of adults) – Of which women	TDB			Findex

Source: Gender Strategy 2014-2018/2020

Table 20 Level 1: Strategic gender-related indicators – 2021-2025

LEVEL 1: WHAT DEVELOPMENT PROCESS IS AFRICA MAKING?					
Results chain		Indicator	Baseline (2020)	Target (2015)	Source of verification
IMPACT	**Gender inequality in Africa is reduced across the High 5s**	Africa Gender Index (AGI)	0.486	0.60	AGI report (AfDB)
		Gender inequality index (0 Low – 1 High)	0.52	0.40	UNDP HDR
OUTCOME	**Women, girls, men and boys are equally empowered to participate in and benefit from the growth and potential of the sectors in focus**	Share of population with access to electricity (% population)	52	97	ADER
		Share of population with access to clean cooking solutions (% population)	29	97	ADER
		Access to finance (% adult population) – women	49 -	60 -	ADER
		Youth unemployment rate (%) - women	14 15	11 13	ADER
		Unemployment rate (%) - Women	8.3 9.7	6.9 8	ADER
		Enrolment in technical/vocational training (%) - Women	11 9	12 10	ADER
		Enrolment in education (%) - Women	62 60	68 65	ADER
		Access to safely managed drinking water services (% population)	72	83	ADER
		Access to safely managed sanitation facilities (% population)	40	43	ADER

Source: Gender Strategy 2021-2025

Level 2: Measures results and impact generated by Bank-supported operations (sectoral and regional levels)

Level 2 of the Results Measurement Framework examines how and to what extent Bank-supported operations contribute to gender equality outcomes. It focuses on results that are directly attributable to the Bank's interventions across sectors and countries.

Table 21 Level 2: Sectoral and regional gender-related indicators – 2014-2018/2020

LEVEL 2 – HOW IS THE BANK CONTRIBUTING TO GENDER EQUALITY IN AFRICA?					
Results	**Indicator**	**Baseline**	**Target (2016)**	**Target (2018)**	**Source of Verification**
Increased number of women in Africa with improved access to services	People with improved access to water and sanitation *- of which women*				PCRs
	Number of people with improved access to ICT services *- of which women*				PCRs
	Number of people with improved access to transport *- of which women*				PCRs
	Number of people with electricity connections *- of which women*				PCRs
Increased access to financial resources by women	Microcredits granted *- of which women entrepreneurs*				PCRs
	Mircrofinance clients trained in business *- of which women*				PCRs
	Number of women trained in financial literacy				PCRs
Improved economic opportunities for women	Jobs created *- of which jobs for women*	232,000 12%			PCRs
	Number of women accessing cross-border markets				PCRs
	Number of staff/recruited for road maintenance. *- of which women*				PCRs
	People benefitting from improved agriculture. *- of which women*				PCRs
Improved access to skills and training by women in Africa	People benefitting from vocational training. *- of which women*				PCRs
	Teachers trained/recruited. *- of which women*				PCRs
	People benefitting from better access to education. *- of which women*				PCRs
	Health workers trained *- of which women*				PCRs
	People with better access to health services *- of which women*				PCRs
	% of female students benefitting from scholarships in science and technology training				PCRs
Increased commitment by RMCS to address gender inequalities	Share of countries				OSGE/ORQR
	*with gender-responsive public financial management systems				OSGE/ORQR
	*adopting gender-responsive budgets				OSGE/ORQR
	*that undertake policy and legal reforms for gender equality				OSGE/ORQR

	*that integrate gender equality in national development strategies				OSGE/ORQR
	Number of champions actively promoting gender equality in Africa	None	50	100	OSGE

Source: Gender Strategy 2014-2018/2020

Table 22 Level 2: Sectoral and regional gender-related indicators – 2021-2025

LEVEL 2: WHAT DEVELOPMENT IMPACT ARE BANK-SUPPORTED OPERATIONS MAKING?					
Results chain		Indicator	Baseline (2020)	Target (2015)	Source of verification
OUTPUTS	**Women SMEs have access to financing and technical assistance**	People benefiting from investee projects (millions) *- of which women*	1.2 0.6	20.9 10.5	ADER
		MSMEs effect (turnover from investments) ($ millions) *- of which women*	356 -	3,060 -	ADER
		Owner-operators and MSMEs provided with financial services (thousands) *- of which women*	154 -	570 -	ADER
	Women and men acquire skills to access jobs through bank's projects	Direct jobs created (millions) *- of which women*	1.2 0.6	10.6 5.3	ADER
		Indirect and induced jobs created (millions) *- of which women*	-	8.2 4.1	ADER
		People trained through Bank operations (thousand) *- of which women*	178 89	9,000 4,500	ADER
		People benefiting from better access to education (millions) *- of which women*	0.27 0.12	3.8 18	ADER
		People with new or improved access to water and sanitation (millions) *- of which women*	8.2 4	36.2 18	ADER
	Women and men have increased access to infrastructure and social services	People with new electricity connections (thousands) *- of which women*	570 261	24,000 12,000	ADER
		People connected through off-grid systems (thousands) *- of which women*	-	12,000 6,000	ADER
		People provided with clean cooking access (thousands) *- of which women*	-	32,000 16,000	ADER
		People benefiting from improvements in agriculture (millions) *- of which women*	19 9.3	63 31	ADER
		People with improved access to transport (millions) *- of which women*	14 7	100 50	ADER
		Rural population using improved farming technology (millions) *- of which women*	0.1 0.06	6.3 3.1	ADER
	Regional member countries increase their engagement on	Number of RMCs participating in Bank's organized policy dialogues on Gender Equality	-	20	AHGC annual report

	relevant gender issues				

Source: Gender Strategy 2021-2025

Level 3: Measures the Bank's internal operational and institutional effectiveness (operational level)

Level 3 assesses the Bank's internal capacity and effectiveness in mainstreaming gender equality across its strategies, operations, and institutional processes. It focuses on how well gender considerations are integrated into planning, implementation, monitoring, and evaluation.

Table 23 Level 3: Operational gender-related indicators – 2014-2018/2020

LEVEL 3 – HOW IS THE BANK AS AN ORGANISATION PROMOTING GENDER EQUALITY?					
Results	**Indicator**	**Baseline**	**Target (2016)**	**Target (2018)**	**Source of Verification**
Improved gender mainstreaming in operations	New RISPs with gender-informed design	TBD			ORQR
	New CSP with gender-informed design	75%	95%		ORQR
	Projects with satisfactory gender equality outcomes	67%	75%		ORQR
	New projects with gender-informed designs	78%	90%		ORQR
	% of PCRs that scores "good" or "excellent" in gender results	34%	45%		ORQR
	Number of regional centres and country offices with gender specialists	0	5	10	CHRM
	Number of gender-related statistics databases published	0	3	5	ESTA
	% of evaluations that integrate gender equality	TDB			OPEV

Source: Gender Strategy 2014-2018/2020

Table 24 Level 3: Operational gender-related indicators – 2021-2025

LEVEL 3: IS THE BANK MANAGING ITS OPERATIONS EFFECTIVELY?					
Results chain		Indicator	Baseline (2020)	Target (2015)	Source of verification
	Improved mainstreaming of gender in Bank operations	% of new Bank operations categorized using the Gender Marker System	1.2 0.6	20.9 10.5	ADER
		% of completed operations rated 'satisfactory' on Gender Mainstreaming	356 -	3,060 -	ADER

Source: Gender Strategy 2021-2025

Annex 2: Portfolio review

Purpose and Scope of the Portfolio Review

The evaluation team conducted an initial portfolio mapping to determine the scope and level of gender mainstreaming in the Bank's lending activities from 2014 to 2025. The mapping assessed projects based on their intended impacts on GEWE. Given the differences in screening and marking systems applied by the Bank during this period, the portfolio review adopted three approaches aligned by time frame and type of operations:

- **Pre-GMS period (2014–2017)**: Projects were retrospectively assessed to identify explicit references to GEWE in objectives, outcomes, outputs, and indicators as a basis for classifying gender-related projects. This was conducted through a review of 543 Project Appraisal Reports (PARs) and associated logical/results frameworks using Artificial Intelligence, for which a sample of 60 projects were checked manually between EY and IDEV to test the reliability of the AI classifications.
- **GMS period (2018–2025)**: This section covers the period following the Bank's adoption of the GMS. The review analysed 749 projects already categorized using the GMS, including both sovereign operations (SOs) and a small sample of non-sovereign operations (NSOs).
- **NSOs (2014–2025)**: Recognizing that NSOs did not apply the GMS before 2023, this section examined NSOs using the ADOA Gender and Social Effects framework. This analysis covered 274 operations.

The gender-related project categorizations adopted under each approach are different, as can be seen from the table below.

Table 25 Summary of gender classification systems for AfDB projects (2014-2025)

Scope	Pre-GMS period	GMS period	NSOs
Covers projects approved	2014-2017	2018-2025	2014-2025
Type of projects	SOs	SOs, NSOs	NSOs
Categorization	• **Category I: Primary gender-related projects,** where the project objective explicitly addresses gender equality and/or women's empowerment. • **Category II: Secondary gender-related projects,** where GE/WE considerations are reflected in the results framework through outcomes and/or outputs, supported by gender-relevant or sex-disaggregated indicators. • **Category III: Weak and non-gender related projects,** where gender is referenced but not translated into measurable results and indicators or where no gender-related elements are included.	4-category classification: • **GEN I:** Principal objective addresses GEWE • **GEN II**: Gender is one of the outcomes of the project but not the principal one. • **GEN III:** Gender is one or more outputs. • **GEN IV:** Gender is one or more of the project activities but marginal to outputs/outcomes	3-category classification: • **Excellent / GSI:** Targets underserved/vulnerable groups (women, youth, smallholders); promotes gender equity (women in governance, employment, or procurement from women-owned SMEs above national averages); supports social infrastructure and CSR ≥3% net profit or ≥2% project cost. • **Good / GSII:** Meets 2 of the above criteria (or 3 but with negative effects mitigated). • **Marginal / GSIII:** Limited social/gender design or weak CSR.

Given these differences, the portfolio mapping findings are presented as three analytically distinct sub-portfolios: the Pre-GMS period, the GMS period, and the NSO-ADOA review.

Portfolio overview

	Pre-GMS	Post-GMS	ADOA
Total number of projects	543	749	274
Sectoral distribution			
Multi-Sector	133	180	10
Agriculture	104	162	31
Social	83	82	-
Transport	74	72	15
Power	60	89	43
Water Sup/Sanit	50	60	-
Finance	14	66	-
Communications	13	10	-
Environment	8	14	-
Ind/Mini/Quar	4	9	28
Urban development	0	4	-
Finance	-	-	147
Source of funding			
ADF (excl. TSF)	238	245	Data not found
ADF (of which TSF)	52	177	
ADB	193	224	
Others (e.g. NTF)	60	66	
Regional distribution			
West	170	229	80
East	130	189	43
Southern	95	137	52
Central	76	74	8
North	64	68	43
Multi	8	26	48
Distribution by project status			
Ongoing	122	432	164
Completed	286	53	-
Closed	125	45	43
Approved	1	184	28
Terminated	8	1	39
Abandoned	1	-	-

Gender marked portfolio for the period 2014-2017 (pre-GMS)

The scope of review of this gender related portfolio covers the period 2014-2017 before the introduction of the GMS. It assessed a total of 543 projects for which PARS were available out of 640 sovereign projects approved between January 2014 and December 2017, with a total value of UA 18.67 billion[83]. These projects were categorised into three mutually exclusive gender categories based on a desk-based analysis of the expected outcomes and impacts on GEWE as reflected in the Project Appraisal Reports (PARs).

[83] This review excluded 112 non-sovereign operations approved in the period 2014-2017, as these were already assessed under the ADOA system discussed in the third section of this portfolio review.

The analysis shows that gender integration during the pre-GMS period was predominantly secondary in nature. Most projects i.e. 64.6% (351/543) fall under CAT II. Only 13 projects (2.4%) were classified as CAT I (primary gender-related projects). A significant share of the portfolio (179 projects, 33.0%) falls under CAT III (weak gender or non-gender related projects). These projects either made only cursory references to women or gender in project narratives without corresponding results or did not address GEWE at any level of objectives, outcomes, outputs, or indicators.

As expected, the review showed that gender related projects are spread across sectors, with the majority being multi-sectoral, followed by the agriculture, social and transport sectors as can be seen from Table 26 below. CAT I projects (primary gender-related) are rare and concentrated in 3 major sectors i.e. the social, communications, and multi-sector operations. While CAT II and III projects are spread across a wider range of sectors.

Table 26 Sectoral distribution of gender-related projects (2014-2017)

Sector	CAT I	CAT II	CAT III	Total	Share (%)
Multi-Sector	3	73	57	133	24.5%
Agriculture	1	72	31	104	19.2%
Social	4	53	26	83	15.3%
Transport	0	53	21	74	13.6%
Power	1	42	17	60	11.0%
Water Sup/Sanit	0	36	14	50	9.2%
Finance	1	8	5	14	2.6%
Communications	3	7	3	13	2.4%
Environment	0	7	1	8	1.5%
Ind/Mini/Quar	0	0	4	4	0.7%
Total	13	351	179	543	100.0%

Source: IDEV (20252026), based on gender marked reclassified gender related projects (2014-2017)

With regards to regional distribution of gender related projects, the highest concentration of CAT I and II projects is found in the West and Eastern regions, followed by South, Central and the North (see Table 27**Erreur ! Source du renvoi introuvable.**). Multi-regional operations form a small subset of the portfolio. Southern Africa records the highest share of CAT I projects (38%), followed by West and East at 23% each. CAT III projects constitute a substantial share across regions, particularly in Central Africa and North Africa where they make up 39.5% and 45.3% of the total assessed portfolio respectively.

Table 27 Regional distribution of gender-related projects (2014–2017)

Region	CAT I	CAT II	CAT III	Total CAT I -III	Share (%)
West	3	117	50	170	31.3%
East	3	95	32	130	23.9%
Southern	5	56	34	95	17.5%
Central	1	45	30	76	14.0%
North	0	35	29	64	11.8%
MULTI	1	3	4	8	1.5%
Total	13	351	179	543	100.0%

Source: IDEV (2026), based on reclassified gender related projects (2014-2017)

A review of the funding sources in the portfolio shows that African Development Fund (ADF) resources dominate the pre-GMS gender-marked portfolio, accounting for 290 projects, or just

over half of all assessed projects. ADF-financed operations also display the strongest relative integration of gender considerations, with CAT II projects representing more than 70% of the ADF portfolio and a comparatively higher presence of CAT I projects (10/13) than other funding sources.

Projects financed through ADB (public sovereign window) account for 193 projects but show a weaker gender profile. While CAT II projects still constitute the majority (56.5%), CAT III projects represent a substantial 43% of the ADB-financed portfolio.

Table 28 Source of funding for gender-related projects (2014–2017)

Source of funding		CAT I	CAT II	CAT III	Total CAT I-III	Share (%)
ADF	ADF (excl. TSF)	6	184	48	238	43.8%
	ADF (of which TSF)	4	21	27	52	9.6%
ADB		1	109	83	193	35.5%
OTHERS		2	35	21	58	10.7%
NTF		0	2	0	2	0.4%
Total		13	351	179	543	100.0%

Source: IDEV (2026), based on reclassified gender related projects (2014-2017)

The portfolio review found that the pre-GMS gender-marked portfolio is largely mature, with most projects either completed (286 projects) or closed (125 projects) – see Table 29. Together, these two categories account for over three-quarters of the portfolio. Up to 22.5% are still ongoing. mostly CAT II projects. Over 90% of CAT I projects are completed and closed.

Table 29 Project status of gender-related projects (Pre-GMS, 2014–2017)

Project Status	CAT I	CAT II	CAT III	Total	Share (%)
Completed	7	170	109	286	52.7%
Closed	5	78	42	125	23.0%
Ongoing	1	99	22	122	22.5%
Terminated	0	3	5	8	1.5%
Abandoned	0	1	0	1	0.2%
Approved	0	0	1	1	0.2%
Total	13	351	179	543	100.0%

Source: IDEV (2026), based on reclassified gender related projects (2014-2017)

Gender-related portfolio for the period 2018-2025 (GMS)

The scope of review of the Bank's gender marked portfolio covers the period 2018-2025 during which the GMS was introduced. The mapping identified 749 gender marked projects, valued at approximately UA 25.68 billion, making up 49.11 % of 1,525 projects approved by the Board between January 2018 and December 2025. These projects include 30 AFAWA projects[84] .

Overall, GEN I–III projects account for 94.3% of the gender marked portfolio, representing 706 projects and totalling UA 29.13 billion. The GEN II classification—where gender is a key outcome—makes up the most significant portion of projects, indicating a strong institutional focus on

[84] AFAWA-supported projects fall into two distinct categories. The first leverages the Bank's traditional financial instruments and is supported by the **Women Entrepreneurship Finance Initiative (We-Fi)**. These projects aim to expand women entrepreneurs' access to both financial and non-financial services. The second category is implemented under the **Guarantee for Growth (G4G)** program, which utilizes funding from the **Gender Equality Trust Fund (GETF)**. G4G provides guarantees to financial institutions through a **risk-sharing mechanism (RSM)**, specifically designed to address collateral constraints and reduce perceived lending risks for women-owned and women-led small and medium enterprises (W-SMEs).

integrating gender considerations. The data reveals that AFAWA projects were exclusively GEN I, reflecting the programmatic emphasis on gender equality as a principal objective.

Gender marked project data available for projects approved in the period 2018-2025 shows that operations were mostly of a sovereign nature making up 92% of the projects and 94.8% of the total value. NSOs accounted for 8.0% of projects and 5.2% of total value (UA 1.56 billion). However, the gender marking focused only on sovereign operations (SOs) until 2023, resulting in limited representation of NSOs. NSO projects are found only in GEN II and GEN III categories.

The portfolio is widely distributed across sectors, with multi-sector (24.1%) recording the highest concentration of gender-marked projects, followed by Agriculture (21.7%), Power (11.9%), social (11.0 %) and transport sector (9.6%). The sectoral distribution across gender marker categories presents a varied pattern. Approximately 71% of GEN I projects are concentrated in the social and financial sectors. By contrast, 45% of GENII projects are agriculture and multisectoral operations. Nearly half (43%) of GEN III projects are multisectoral in nature.

Table 30 Sectoral distribution of gender-marked projects (2018–2025)

Sector	GEN I	GEN II	GEN III	GEN IV	Total	Share (%)
Multi-Sector	5	72	82	21	180	24.1%
Agriculture	8	134	19	1	162	21.7%
Power	0	44	32	13	89	11.9%
Social	20	53	9	0	82	11.0%
Transport	0	47	22	3	72	9.6%
Finance	18	31	15	2	66	8.8%
Water Supply & Sanitation	0	49	11	0	60	8.0%
Environment	0	14	0	0	14	1.9%
Communications	0	3	5	2	10	1.3%
Industry, Minning & Quarrying	2	6	1	0	9	1.2%
Urban Development	0	2	1	1	4	0.5%
Total	53	455	197	43	748	100.0%

Source: IDEV (2025), based on GMS marked projects and sector classifications. Total: GMS marked projects and sector classifications available for 748 projects (99.89%) of 749 projects analysed

The Bank's gender marked portfolio is concentrated in the Western region, with 31.7% of the projects, followed by the Eastern region, with 26.1% of the projects. The Northern region recorded the lowest number of gender-marked projects at 9.4%. Multi-region projects accounted for 3.6% of the total gender marked projects.

Table 31 Regional distribution of gender-marked projects (2018–2025)

Region	GEN I	GEN II	GEN III	GEN IV	Total	Share (%)
West Africa	10	160	48	11	229	31.7%
East Africa	8	114	57	10	189	26.1%
Southern Africa	9	71	42	15	137	18.9%
Central Africa	2	52	17	3	74	10.2%
North Africa	4	41	21	2	68	9.4%
Multi-Region	19	3	2	2	26	3.6%

Source: IDEV (2025), based on GMS classifications of Bank operations.

Note: GMS marked projects and Region classifications available for 723 projects (96.52%) of 749 projects analysed.

The gender marked portfolio is primarily financed through the African Development Fund including Transition Support Facility (TSF) and ADB Public (public-facing sovereign operations of

the AfDB Group), which together account for over 86.80% of total financing as can be seen from Table 32. ADF as the predominant source of funding is consistent across all the gender categories.

Table 32 Source of funding for gender related projects (2018–2025, excl. AFAWA/GEFT & We-Fi)

Source of funding		GEN I	GEN II	GEN III	GEN IV	Number of Projects	Share (%)
ADF	ADF (excl. TSF)	4	150	66	25	245	32.90%
	ADF (of which TSF)	14	118	38	7	177	23.80%
ADB Public		2	138	75	9	224	30.10%
Others		2	54	9	1	66	8.90%
ADB Private		1	19	10	2	32	4.30%
TOTAL		23	479	198	44	744	100.00%

Source: IDEV (2026), based on GMS classifications of Bank operations.
(*) 744 is the total number available of gender-marked operations approved in 2018–2025 (excluding AFAWA/GEFT and WE-FI). This figure is greater than the total number of projects under review because some projects comprise multiple operations across different financing instruments and/or windows.
(**) Others: trust funds/windows such as Rural Water Supply & Sanitation, Africa Growing Together Fund, Middle Income Countries Fund, EU Africa Infrastructure TF, Sustainable Energy for Africa, etc.

In terms of project status, gender marked projects typically show a higher share of ongoing projects at 60.41%, with only 13.70% of the projects completed and closed as can be seen from Table 8. It's worth noting that all GEN I projects are at approved or ongoing status, indicating the early stage of the Bank's primary gender portfolio.

Table 33 Overall project status Post GMS (excluding AFAWA)

Project Status	GEN 1	GEN II	GEN III	GEN IV	Total (#)	Share (%)
Ongoing	14	262	126	30	432	60.4%
Completed	0	26	20	7	53	7.4%
Closed	0	21	20	4	45	6.3%
Approved	9	143	30	2	184	25.7%
Terminated	0	1	0	0	1	0.1%

Note: GMS marked projects and Project Status available for 649 projects (99.23%) of 654 projects analysed

Out of the 98 projects that are either closed or completed, 58 (64%) have a Project Completion Report (PCR), and or Project Completion Report Evaluation Note (PCREN)[85].

NSOs-ADOA Screened Projects

The NSO GEWE portfolio review used ADOA's Gender and Social Effects framework to map and analyze the gender screened NSOs. Screened projects are rated on the extent of expected gender and social inclusion impacts on a four-point scale as shown in Table 34.

[85] A PCR is required for each completed SO. Projects are assessed on Relevance, Effectiveness, Efficiency and Sustainability, which are each rated on a four (4) point scale of Highly Satisfactory (4), Satisfactory (3), Partly Unsatisfactory (2), and Unsatisfactory (1). These ratings are synthesized into an overall indicator of project performance. IDEV validates the PCR by preparing a PCR Evaluation Note (PCREN) for a sample of PCRs each year. Where a PCREN exists, the final ratings considered for the project are those in the PCREN, and not the PCR. This is the same for NSOs with the Expanded Supervision Report (XSR) and validated report referred to as XSREN.

Table 34 Gender and Social (GS) Effects Rating Framework (ADOA)

Rating	GS	Definition / Criteria	Corporate Social Responsibility Thresholds[86]	Notes
Excellent	GS I	Targets underserved/vulnerable groups (women, youth, smallholders); promotes gender equity (women in governance, employment, or procurement from women-owned SMEs above national averages); supports social infrastructure and CSR ≥3% net profit or ≥2% project cost.	≥3% (brownfield) or ≥2% (greenfield)	Must meet ≥3 effects; disqualified if any material negative gender/social effects.
Good	GS II	Meets 2 of the above criteria (or 3 but with negative effects mitigated).	2–2.9% or 1–1.9%	
Marginal	GS III	Limited social/gender design or weak CSR.	1–1.9%	

Source: ADOA Team (2025)

The portfolio review identified 274 ADOA GS-rated projects representing 75.27% of the 364 approved NSO projects during the evaluation period. This review revealed that a significant proportion of these NSO projects are expected to generate outcomes and impacts for women. Specifically, 13.1% of the screened projects, were rated as Excellent, 58.0% as Good, and 28.8% were considered Marginal.

The screened NSOs are predominantly in the finance sector, which accounts for 53.6% of all screened projects. This is followed by energy (15.7%), agriculture and social services (11.3%), industry (10.2%), transport (5.5%), and multi-sector projects (3.6%).

As expected, the NSO portfolio is mostly funded through the ADB-window contributing 99% of the total value of the portfolio. The remaining financing is from other facilities including the Sustainable Energy 4 Africa and Private sector Credit Enhancement Facility. As can be seen from Table 35 below, the portfolio reflects a diversified financing structure: 38.3% are loans, 25.4% are lines of credit, 21.7% are equity investments, and guarantees comprise nearly 14.6%.

Table 35 DOA GS-rated NSOs portfolio (2014-2025) composition by operations Instrument

Instrument	GS I	GS II	GS III	Number of operations	Share (%)
Loans	16	60	37	113	38.3
Line of Credit	8	44	23	75	25.4
Equity	10	39	15	64	21.7
Guarantee	3	31	9	43	14.6
Total	37	174	84	295[87]	100

Source: IDEV (2026), based on ADOA NSO database.

The Western and Southern regions account for the largest shares of projects, at 29.2% and 19.0% respectively, while the Central region has the fewest, at 2.9%. Across regions, GS II ("Good") dominates the mix, while GS I ("Excellent"), is mostly within Southern and West Africa regions as can be seen from Table 36.

Table 36 Regional distribution of NSO Gender & Social (GS) projects (2014–2025)

Region	GS I	GS II	GS III	Number of Projects	Share (%)
West	11	37	32	80	29.2

[86] Corporate Social Responsibility (CSR) in the ADOA GS Effects Framework measures how much and how well private-sector clients reinvest part of their profits or project resources into social and gender-responsive initiatives that benefit communities.
[87] The total number available of ADOA GS-rated NSOs approved between 2014–2024 is 267. This figure is greater than the total number of projects under review because some projects have multiple operations with different financing instruments.

Region	GS I	GS II	GS III	Number of Projects	Share (%)
South	9	34	9	52	19.0
Multi-Regional	8	31	9	48	17.5
East	4	28	11	43	15.7
North	3	26	14	43	15.7
Central	1	3	4	8	2.9
Total	36	159	79	274	100.0

Source: IDEV (2026), based on ADOA NSO database.

Regarding project status, 59.9% of the screened NSOs are ongoing, 15.7% are closed, and 14.2% were cancelled. The GSII projects represent the highest percentage of projects across all statuses as can be seen from Table 37.

Table 37 Project Status summary from ADOA GS-rated NSOs portfolio (2014-2025)

Status	GS I	GS II	GS III	Number of projects	Share (%)
Ongoing	24	101	39	164	59.9
Closed	8	18	17	43	15.7%
Terminated (cancelled)	4	15	20	39	14.2
Approved	0	25	3	28	10.2
Total	36	159	79	274	100.0

Source: IDEV (2026), based on GS classifications from ADOA of Bank Non-sovereign operations.

Out of 274 NSO projects, 31 (11.31%) have a XSR available. Only 11% of the projects that were rated Excellent or Good (18/168) were found to have an XSR.

Annex 3: Evaluation Matrix

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
Relevance:				
1. To what extent is the Bank's Gender policy and strategic framework well designed and relevant to the needs of the Bank, Regional Member Countries (RMCs), end beneficiaries, and the evolving development context?	1.1 To what extent has the Gender Policy and Strategic Framework adapted over time to changes in the Bank's operating context, shareholder priorities, and the evolving needs of RMCs and beneficiaries?	Extent to which the Bank's policy and strategic framework evolved in response to changes in context and institutional priorities over time. • Evidence that successive gender strategies, action plans, or related frameworks responded to shifts in the Bank's operating environment, African development context, and GEWE agenda over the evaluation period. • Evidence that changes in the policy and strategic framework reflected evolving Bank priorities, corporate strategies and institutional arrangements. • Degree of alignment between the 2001 Gender Policy and subsequent gender strategies, and related corporate frameworks Extent to which the policy and strategic framework remained relevant to stakeholder needs over time. • Extent to which it identifies gender-related constraints and opportunities that reflect specific GEWE needs, aspirations and constraints of RMCs and beneficiaries across different periods and contexts including those in poor and marginalised communities such as minorities, those with disabilities, migrants, refugees and IDPs, amongst others. • Extent to which the policy and strategic framework acknowledge or implicitly supports the role of men and boys as GEWE actors. • Stakeholder perceptions (shareholders, RMC counterparts, civil society, beneficiaries) on whether the framework remained relevant to the Bank's mandate and to evolving GEWE priorities. The extent to which the policy and framework's conceptual foundations (definitions, principles), objectives, and strategic directions remain clear, valid, and operationally relevant to guide the AfDB's GEWE work today. • Conceptual clarity and consistency of GEWE definitions and their operationalisation within the strategic framework (*gender, gender equality, women's empowerment, transformative change)* • Extent to which strategic directions were translated into operationally relevant approaches, tools, or implementation arrangements that respond to GEWE priorities and are appropriate to the Bank's mandate as a development finance institution. Extent to which the gender policy and strategic framework compare with other MDBs.	• Document review of gender policies and strategies, continental and regional gender analyses, past gender evaluations, MTRs, other MDB gender strategies and evaluations, national development plans and strategies, gender profiles. • Semi-structured interviews with Bank staff and EDs • Survey • Field visits and FGDs with community leaders and end beneficiaries	• Staff Consultations • Desktop review • Policy and benchmarking study • Case studies • Staff survey

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
		• Degree of convergence/divergence with the gender policies and strategic frameworks of peer MDBs, taking into account differences in institutional mandate and operating model		
	1.1 How well do the Bank's gender interventions respond to the main gender-related needs and constraints of women and girls across different country and operational contexts?	Extent to which project designs are informed by context-specific gender analysis and credible data to identify the main needs, constraints, and aspirations of women and girls in the intervention context. • Percentage of sampled projects with a robust gender analysis (e.g. identifies key constraints, opportunities, and implications for project design) • Extent of use of sex-disaggregated and context-specific gender data in the gender analysis • Extent to which project designs demonstrate adaptability to changing needs of beneficiaries or contextual shifts (e.g. fragility, economic shocks) Extent to which interventions include concrete measures to address the main barriers faced by women and girls in their design context. • Existence and quality of project design measures addressing gender-related barriers identified in their gender analyses. • Proportion of sampled project designs of which proposed measures are in logical and explicit alignment with the needs identified in their gender analyses. • Extent to which gender-related interventions are targeted to the beneficiary groups and contexts prioritised in the Bank's gender strategies and relevant country or sector strategies. • Where relevant to intervention objectives, extent to which intervention designs go beyond immediate access or participation issues to address underlying institutional, behavioural, or systemic constraints affecting GEWE (gender-transformative change) Extent to which the Bank's instruments and modalities are aligned with gendered needs in different contexts. • Extent to which the selection of instruments/modalities was informed by a gender analysis. • Stakeholder perceptions on appropriateness of Bank instruments/support modalities Perceived relevance and responsiveness to beneficiary needs • Beneficiary perception of relevance of interventions in addressing their needs, aspirations and constraints. • Government and CSO perceptions on whether projects addressed priority needs	• Document review of project documents, gender strategy documents, national gender analyses and development plans, sectoral gender analyses and development plans. • Semi-structured interviews with Bank staff, PIUs • FGDs with beneficiaries, CSOs • Secondary data analysis • Case studies	• Staff Consultations • Project Performance Assessments • Case studies
	1.2 What strengths and gaps in the design of	Extent to which strategies and operations provide strong and coherent ToCs. • Strategies and project designs provide a clear and plausible Theory of Change	• Document review of bank corporate and	• Desktop review

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
	gender strategies (2014-2018 and 2021-2025) and related operations can inform more transformative and scalable approaches in the next strategic cycle?	• Project Theories of Change explicitly identify gender equality outcomes and target populations where relevant. • Presence of measurable indicators and targets linked to projects and strategies' ToC pathways. Extent to which strategies and operations promote transformative change and or gender responsiveness (comparing the two strategies) • Strategies / operations articulate measures aiming at structural shifts, including changes in norms and practices, which address the root causes of gender inequalities targeted by the Bank. • Inclusion of objectives and outcomes aimed at supporting transformational change as defined in Bank policies and strategies. Evidence that Bank strategies and projects have been adapted to address GEWE dimensions related to emerging challenges and opportunities (e.g., specific provisions targeting women in operations tackling climate change, pandemics, geo-political conflict, digital transformation) Extent to which gender analysis is integrated and used in the design of country strategies to inform priorities, objectives, indicators and targets. • Extent to which sampled CSPs demonstrate a robust gender analysis. • Extent to which gender analysis shaped objectives, results frameworks, and targeting. Extent of engagement of relevant local actors, including feminist/women organisations and CSOs, in the design and implementation of gender-related strategies and operations • Degree of participation of local actors and women's organisations in design and implementation • Stakeholder satisfaction with inclusiveness and relevance of engagement Stakeholder perspectives on strengths and gaps in strategy and project design	country strategies, project appraisal documents, gender strategy MTRs, past evaluations, gender profiles, ADERs, project completion reports. • Semi-structured interviews with Bank staff, Board members, PIUs, CSOs, women organisations • FGDs with beneficiaries	• Policy and Benchmarking study. • Case studies • Project performance assessment
	1.3 To what extent has the GMS affected the integration, quality and impact / results focus of AfDB operations? How does this compare	Extent to which the GMS influenced the integration of gender considerations in AfDB operations (sovereign and non-sovereign) • Percentage (and evolution) of SO/NSO project approvals categorised using the GMS. • Percentage of sampled projects for which the GMS is correctly applied. • Bank staff and Board members' perceptions on the usefulness and value of the GMS (including its category definitions) as an instrument in supporting gender mainstreaming.	• Document review of GMS guides, Operational manual, readiness review guides and reports, PCR/XSRENs • Semi-structured interviews with Bank	• Desktop review • Staff Consultations • Policy Review and Benchmarking • Portfolio review • Case studies • Staff survey

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
	with experiences of other MDBs?	• Extent to which GMS-marked projects demonstrate stronger integration of gender considerations in project design, including clearer articulation of gender-related results pathways, indicators, and monitoring arrangements, compared with pre-GMS and ADOA operations. • Proportion of sampled GMS projects with adequate M&E arrangements for tracking gender-related results • Bank staff and Board members' perceptions on whether and how the GMS has contributed to improved design quality and gender outcomes. Extent to which the AfDB's GMS compares with peer MDB tagging systems in terms of scope, uptake, and influence on outcomes	staff and Board members • FGDs • Staff survey • Secondary data analysis	
Coherence				
2. To what extent is the Bank's approach to gender equality and women's empowerment coherent across its strategic frameworks, interventions and partnerships to leverage and scale impact in its RMCs?	2.1 To what extent are the Bank's GEWE interventions coherent with other Bank strategies, departments, complexes, and country portfolios to enhance focus and impact in its RMCs?	Degree of convergence/divergence in objectives, results, and indicators between the 2001 Gender Policy and two Gender Strategies, including their evolution over time Degree of alignment of gender strategies, action plans, and implementation modalities with the Bank's corporate and thematic strategies[88] and institutional frameworks. • Extent of alignment of gender strategies and action plans with the Bank's broader corporate strategies (e.g., Ten-Year Strategy, High 5s, TYS 2024–2033) and thematic priorities • Extent of alignment of gender strategies with the Bank's sector/thematic objectives • Degree of overlap, contradiction or fragmentation in strategies and efforts • Evidence of coordination frameworks, mechanisms, and practices at Bank, regional, and country levels that support (or hinder) coherence between Bank interventions and GEWE objectives (e.g. integration of gender specialists in project design) Extent to which gender related projects demonstrate synergy with other projects. • Extent of alignment of sampled projects with the two corporate gender strategies and gender commitments in CSP/RISPs • Examples of synergy among gender-related projects and with other projects at sector and country portfolio level	• Document review of Gender Policy and Strategies, Gender evaluation synthesis report, MTRs, corporate and country policies, strategies, past evaluations, MTRs, operational guidelines. • Document review of XSR/PCRENs, PCRs, IPRs, PARs, project MTRs, BTORs/aid-mémoires • Semi-structured interviews with Bank staff, PIUs, RMCs	• Policy and Benchmarking review. • Staff Consultations • Case studies (country/thematic) • Project performance assessment
	2.2 In what ways do the Bank's GEWE objectives and	Extent to which Bank's GEWE policy objectives, interventions and commitments align with those of RMCs, other MDBs, development partners and global commitments. • Degree of convergence/divergence with national / MDB gender policies	• Document review of policy and strategy documents, national	• Staff Consultations

[88] TYS 2013-2022 and 2024-2033, Human Capital Development, Jobs for Youth in Africa, Skills for Employment and Productivity in Africa, High-5 Strategies, Climate change, fragility, private sector, economic governance, integrated safeguards system, etc)

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
	interventions complement and leverage the efforts of other actors at local, regional, and global levels to contribute to greater scale and results in RMCs? Which opportunities and partnerships have proved more strategic?	Extent to which the Bank actively engages in donor coordination and joint initiatives (e.g., programming, financing, supervision, policy dialogue, advocacy) at country, regional, and global levels. • Extent to which the bank participates in donor coordination in support of GEWE at country, regional and global levels. • Instances of joint programming, financing, supervision, advocacy and policy dialogue with other agencies (local and international actors) Extent to which partnerships have enhanced GEWE results, including influence on policy reforms, institutional changes, or scaling of successful approaches in RMCs and continent. • Quality of critical partnerships adopted to advance GEWE at country, regional or corporate level. • Extent to which the Bank collaborates with grass roots and feminist organisations/women CSOs in the design and implementation of interventions (where relevant and feasible) • Extent to which strategic partnerships have yielded financial resources, technical expertise, innovative solutions, knowledge mobilized, or policy changes / reforms / institutional changes in GEWE.	development plans and country gender policies, project appraisal document, comparator gender policies, ADERs, Partnership agreements, initiative establishment documents. • Semi-structured interviews with Bank staff, comparator organisations, funders, RMCs, feminist organisations and CSOs • Secondary data analysis	• Policy and Benchmarking study. • Case Studies • Portfolio Review • Project performance assessment
Effectiveness:				
3. To what extent were the Bank's GEWE objectives and results achieved? What initiatives, tools and practices have best supported these efforts?	3.1 Are the AfDB's gender interventions at the institutional, country and project level achieving their expected GEWE related results?	Extent to which Bank's project intervention processes support the participation of women and girls in design, implementation and follow up. • Existence of provisions for women's and girls' participation in design, implementation and follow up. • Extent to which sampled operations demonstrate women's and girls' participation across the project cycle (gender classification, country type, sector, SO/NSO) • Extent to which women's organizations and other gender-responsive CSOs are engaged in advancing gender equality works in AfDB operations. • Stakeholder perceptions on the involvement of women and girls Extent to which GEWE interventions are delivering their expected results. • Proportion of sampled gender related projects that scored satisfactory and above on effectiveness for GEWE outcomes (disagg by gender category, pre and post GMS; SO/NSO, sector/theme where applicable) • Extent to which GEWE outputs along the ToC pathways have been achieved as a result of AfDB operations.	• Document review of MTRs, evaluations, progress reports, ADERs, CSPs, project documents. • Semi-structured interviews with gender department staff and other Bank staff, CSOs, PIUs, RMCs • Secondary data / statistical analysis • Document review of XSR/PCRENs, MTRs, PCRs, Bank annual reports, ADERS, past	• Desktop review • Portfolio review • Case studies • Project performance assessments • Staff Consultations • Benchmarking and policy review

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
		○ Evidence and quality of gender-responsive operations/programmes supported disaggregated by pillar (e.g., investment in gender-responsive operations in finance/de-risking; gender-responsive TVET programs/policies supported) ○ Extent to which the AfDB engages in policy dialogue that explicitly integrates GEWE, disaggregated by pillar (entrepreneurship/finance; TVET/employment; sector/service delivery) ○ Extent and quality of technical assistance / capacity support activities delivered to strengthen gender responsiveness of implementation systems and actors (e.g., FIs, PIUs, training systems), disaggregated by pillar. ○ Extent and quality of public awareness / advocacy campaigns delivered that aim to influence attitudes and uptake related to GEWE, disaggregated by topic (employment vs services/infrastructure) ○ Evidence that women are included in relevant design/management/oversight structures for AfDB-supported interventions, where applicable (explicitly in services/infrastructure projects) (e.g. women represented in project steering committees, local management committees) ○ GEWE-related knowledge products/diagnostics/studies produced and disseminated by AfDB-supported interventions, disaggregated by pillar/theme (finance/markets; skills/employment; services/infrastructure) • Extent to which intermediate outcomes in the ToC have been achieved as a result of AfDB operations. ○ Extent of strengthened capacity of relevant institutions/actors to deliver gender-responsive services/products/opportunities, disaggregated by pillar (e.g., FIs/BDS providers; TVET/training providers; PIUs/service providers) ○ Evidence that women's access to and uptake/use of opportunities created by AfDB-supported interventions increases, disaggregated by pillar (finance opportunities; skills development and employability opportunities; services/infrastructure use) ○ Evidence of improved policy/regulatory environment and/or reduced complementary constraints affecting women's access, disaggregated by pillar (entrepreneurship/finance; training/employment; services/infrastructure) ○ Examples of how knowledge works, and policy dialogue have been used to influence policy and action to contribute to achievement of gender equality outcomes. ○ Proportion of countries with updated gender profiles ○ Stakeholder perceptions on utility of AfDB knowledge works	evaluations, knowledge products. • FGDs with beneficiaries, women and girls • Secondary data analysis of corporate results and portfolio performance databases • Impact stories • Contribution analysis of Bank interventions towards GEWE outcomes	
	3.2 To what extent have these results contributed to the	Extent to which gender strategy and Bank RMF gender related indicators i.e. Level 2 have achieved /surpassed targets (design for regions, SO, NSO and sector where applicable)		

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
	Bank's overall GEWE objectives for GEWE across different contexts and beneficiary groups, including its contribution to an enabling environment for the improvement of GEWE?	Extent to which women's access to finance and markets has improved as a result of Bank support, for example as demonstrated by: • Extent to which AfDB-supported financial institutions that have removed structural barriers to finance (e.g., collateral requirements, perceived risk in loaning to women) and launched higher-value financial products accessed by W- SMEs • Extent to which sampled AfDB-supported financial institutions demonstrate an increase in loan portfolio share to women within 2–3 years of receipt of technical assistance. • Evidence of W-SMEs securing procurement contracts as a result of AfDB supported procurement rule reforms (e.g. from WSME testimonies, project supervision data). Extent to which women's and girls' skills enhancement has led to their employability and access to job, for example as demonstrated by: • Extent to which employment/decent work outcomes are generated for women and girls who participated in AfDB-supported training. • Extent to which changes in employer practices have enabled women's employment (e.g. adoption of anti-harassment policies, gender-responsive recruitment, childcare arrangements) • Extent of AfDB contribution to creating space for women in leadership positions in financial services. • Contribution of the AfDB to reduced disparity in attendance of girls in formal education, including participation in STEM classes Extent of improvements in women's and girls' access to gender-responsive infrastructure and social services as a result of AfDB operations, for example as demonstrated by: • Extent of contribution to a reduction in time poverty and increase of safety for women and girls through AfDB-financed infrastructure (e.g. reduction in women's and girls' travel time to markets/services, water points, health centres etc.; women'; s and girls' perception of increased safety in their use of infrastructure and services) • Women and girls reporting increased use of services and/or improved services (e.g. increased use of health services, increased market visits or trading activity due to improved transport, women's and girls' perception of better satisfaction of their needs in using services and infrastructure; increased participation of women in social services and infrastructure management) Extent of the Bank's contribution to enhanced legal status, property rights, and protection from GBV for women, for example as demonstrated by:		

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
		• Existence of laws/regulations/policies repealed / revised/ enacted / implemented with AfDB support that expand women's ownership rights, labour mobility, or equal pay protections, GBV prevention and response or that have reduced other forms of gender inequalities. • Stakeholder perceptions of the influence of AfDB support in reform or system strengthening for GEWE. • Evidence of countries whose social services have /improved their response to GBV as a result of AFDB support. • Evidence of countries whose infrastructure have improved safety for women and girls as a result of AFDB support. Extent of the Bank's contribution to increased knowledge management, sex-disaggregated data, and RMC capacity for supporting GEWE, for example as demonstrated by: • Evidence of improved sex-disaggregated and gender-focused data collection capacity within RMCs • Evidence of implementation of gender-responsive budgeting within RMCs as a result of AfDB support		
	3.3 What other initiatives, tools and practices including the GMS have best supported these efforts? In particular, to what extent has the GMS affected the integration, quality and impact / results focus of AfDB operations? How does this compare with experiences of other MDBs?	Extent to which AFAWA provided an effective, efficient, and catalytic means for achieving GEWE outcomes and overcome specific bottlenecks: • Extent of AFAWA contribution to corporate GEWE outputs and outcomes (e.g. increased financing for WSMEs, number of women entrepreneurs reached with financial and non-financial services) • Extent to which AFAWA has mobilised resources within and outside the Bank (e.g. through partnerships) • Extent to which efficiencies and synergies have been created through use of AFAWA initiative. • Evidence of innovations & partnerships mobilised through AFAWA. Extent to which the GMS has contributed to improved performance and achievement of gender-related outcomes and impacts at the corporate and project levels. • Comparison performance of GMS operations against non-GMS operations (SO/NSO, sector, country type, fragility) • Extent to which the GMS has contributed to stronger quality and results achieved vis-a-vis other factors / actors (correlation between the results and the design of GMS operations) • Extent to which the GMS contributed to GEWE results at the corporate level.	• Document review of AFAWA establishment and programmatic performance documents, ADERs. • Semi-structured interviews of AFAWA staff, beneficiaries, partner • Document review of GMS, ADOA guides and reports, readiness review guides and reports, PCR/XSRENs • Semi-structured interviews • FGDs • Staff survey • Impact stories	• Desk top review. • Staff Consultations • Policy Review and Benchmarking • Portfolio review • AFAWA case study • Portfolio review • Project Performance Assessments • Staff survey

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
		Extent to which the AfDB's NSO design processes and guidelines (e.g., ADOA) in supporting effective gender mainstreaming. • Evidence of AfDB's NSO design processes and guidelines (e.g., ADOA) support effective gender mainstreaming.	• Secondary data analysis	
Impact				
4. To what extent is there evidence of gender-transformative change associated with the Bank's GEWE interventions?	4.1 How has the AfDB's support contributed to changes in social norms, behaviours and practices and broader systemic changes that promote gender equality? To what extent has it reduced gender disparities?	Extent to which Bank interventions have generated transformative shifts in women's agency, social norms, and institutional practices that reduce structural barriers to gender equality. • Evidence of women's decision-making over economic resources increased in targeted areas (e.g. women's ability to sign contracts, negotiate financial terms, reduced reliance on intermediaries; women's ownership of land; women's access and control to credit; women's control over time; women's participation in intrahousehold resources management; women's participation in natural resources management at the community level; and so on) • Evidence of increase women's influence in governance/decision-making structures (e.g. evidence of meaningful influence in infrastructure/service management bodies; evidence of increased policy dialogue on gender issues involving women's organizations) • Evidence that barrier-removal measures in FIs / service planning / TVET systems are adopted as standard operating practice beyond the initial support unit/programme. • Women and girls reporting improved safety and autonomy in using AfDB-supported infrastructure / services and/or that their use has become socially normalised. • Evidence of social norm/behaviour shifts affecting gender roles in targeted settings (e.g. acceptance of women's leadership, women's and girls' mobility/service use and participation in non-traditional fields; shift in men and boys' attitudes and behaviours supportive to GEWE	• Document review of XSR/PCRENs, CSPEs and other evaluations, IPRs, private company corporate documents, ADOA reports, ADER. • FGDs • Semi-structured interviews with partner institutions, beneficiaries, government agencies, Bank staff, development partners, CSOs • Secondary data analysis • Impact stories • Contribution analysis of Bank interventions towards GEWE outcomes	• Case studies • Project performance assessment • Desktop review • Staff consultations
	4.2 What unintended consequences (positive or negative) are observed from the AfDB gender related projects?	• Evidence of unintended positive consequences that contribute to GEWE of gender related projects. • Evidence of unintended negative consequences that increase gender-based discrimination and exclusion of women and girls (in general or belonging to some specific social groups) or maintain the status quo. • Extent to which mitigation strategies/actions have been implemented to analyse, monitor and avoid identified unintended negative impacts on women and girls and on gender equality.	• Document review of MTRs, past evaluations, XSR/PCRENS, IPRs • Semi structured interviews with Bank staff, PIUs, CSOs, other development partners	• Case studies • Project performance assessment • Portfolio analysis • Desktop review

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
			• FGDs with beneficiaries • Impact stories	
Efficiency:				
• To what extent are the Bank's structures, systems and resources adequately designed and effectively utilised to support implementation of GEWE?	5.1 How effectively do the Bank's organisational structures and systems support GEWE implementation? How does this compare with other MDBs?	Extent to which organisational structures and staffing (numbers and skills) are sufficient. • # of gender specialists at HQ, regional level (full time, consultants and vacancies) • Ratio of gender specialists to gender related projects • Extent to which the gender department is well structured and positioned to support gender mainstreaming across the Bank. • % of Task Managers who report confidence in understanding and or applying GEWE concepts and tools. • Number of staff trained in gender mainstreaming. • Availability of institutional guides, materials and tools to support gender mainstreaming in both design and implementation • Existence of coordination and collaborative mechanisms / platforms supporting GEWE as a cross-cutting issues • Availability of gender data to support planning and decisions • Evidence of coordination between SO and NSO gender initiatives (within AHGC and Bank wide) • Staff perceptions on adequacy of support provided. • Proportion of projects with a gender specialist at project design and supervision Project level • Extent to which project level arrangements are adequate for addressing GEWE (existence of gender specialists in appraisal teams and PIUs; availability of budgets for gender activities / components; availability of sex-disaggregated and gender-specific data; extent to which gender indicators are tracked; gender training, tools and guidelines available in PIUs); • Percentage of sampled gender-related operations where gender activities are implemented as planned (comparison across country types, project types, sectors where applicable) Staff perceptions on the extent to which operational systems have facilitated or hindered the achievement of GEWE outcomes. Extent to which the Bank's monitoring and evaluation systems (corporate and project level) enable the effective measurement of outcomes and support learning. • Existence and quality of indicators including corporate KPIs with institutional targets,	• Document review of strategy documents, MTRs, past evaluations, progress reports, ADERs, comparator strategies and evaluations. • Semi-structured interviews with Bank staff, government and private sector agencies, PIUs, • Secondary data analysis of portfolio data • Survey	• Staff Consultation • Desktop review • Case studies • Policy and Benchmarking review. • Project performance assessment • Staff survey

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
		• Availability and quality of sex-disaggregated and gender-specific data collected. • Extent to which gender results are tracked, and reported in supervision reports, project completion reports or evaluations. • Proportion of sampled operations that report on gender outcomes, and extent to which impacts observed at the project level are documented in monitoring reports (identification of undocumented project-level impacts) • Quality of gender reporting at the corporate and project levels (completeness, accuracy, reliability) • Evidence that the Bank's independent evaluation system supports accountability and learning in GEWE (integration of gender in evaluations, strength of findings, lessons and useful recommendations) Examples of promising practices in institutional arrangements and systems for implementation, design and measurement of GEWE outcomes from comparator organisations Perceptions of partners and external actors of the AfDB on GEWE		
	5.2 How does the Bank's culture (including incentives) either facilitate or hinder the implementation and support of GEWE interventions?	Extent to which the bank's culture supports GEWE. • Examples of messaging from Bank leadership relating to GEWR (Board, Management at corporate, sector, region, country) • Gender related commitments and KPIs are mainstreamed in institutional targets. • Corporate reports and strategies explicitly reference GEWE. • Staff perceptions on the importance of GEWE to their work • Staff perceptions of whether lessons from GEWE projects are valued or ignored. • Examples of institutional incentives & accountability measures to support quality GEWE actions and results	• Staff Survey • Semi-structured interview with staff • FGDs • Document review of strategies, annual reports, MTRs. • Staff survey	• Staff Consultations • Staff survey
	5.3 To what extent has the Bank learned from past evaluations, reviews, and operational experiences to strengthen its capacity for gender mainstreaming in	• Presence of Bank has processes / mechanisms for facilitating learning on GEWE. • Examples of how lessons from past projects, independent evaluations and MTRs are used (e.g. integration of lessons learned in operations / CSPs • Existence of adaptive learning or course corrections made in the implementation of gender strategies or gender-related projects incorporating lessons learnt from evaluations, MTRs, supervision missions or feedback from beneficiaries. • Proportion of gender-elated evaluation recommendations in management responses have been acted upon • Enabling and hindering factors to applying lessons.	• Semi-structured interviews with Bank and project staff • Document review of MARS[89] reports, PARs, strategies, past evaluations, MTRs, XSR/PCRs, IPRs	• Staff Consultations • Policy and Benchmarking review. • Desktop review • PPAs

[89] Management Action Record System (MARS) system used by the Bank to track the implementation of recommendations from independent evaluations conducted by IDEV.

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
	design and implementation, and how effectively has it applied this evidence to advance GEWE objectives?	• Perceptions on the quality and usefulness of evaluations and MTRs	• FGDs with beneficiaries	
	5.4 To what extent have the Bank's gender related projects and initiatives implemented efficiently (resource utilisation and timeliness)?	Extent to which the Bank gender strategy actions were implemented on time. • Extent to which strategy actions have been implemented on time. • Extent to which gender-related operations have been implemented on time (disagg by gender category) • Average delay time for gender-related projects (by gender category, country type, sector, SO/NSO, region) • Average time to signature, effectiveness, and disbursement for gender-related projects by gender category, country type, sector, SO/NSO, region) Extent of adequacy of funding to implement gender strategies / projects / initiatives • Amount of financing mobilised through the GETF, and other fundings sources for GEWE. • Proportion of budget allocated to gender in non-GEN I sampled gender-related operations (if specified) • Activities / components in the strategy not implemented due to shortfalls in funding. Extent to which resources are utilised effectively. • Disbursement rate of GEWE projects (GEN type, sector, AFAWA) • Proportion of gender-related operations that demonstrate economic efficiency at completion (for which data on gender components is available) • Proportion of completed gender-related projects that score satisfactory and above on efficiency at project completion (compare pre and post GMS, ADB/ADF, fragility, across gender categories)	• Document review • Secondary data analysis Semi-structured interviews • Discussions	• Desktop review • Staff Consultations • Project performance assessment • Case studies • Portfolio Analysis
Sustainability:				
6. How sustainable are the Bank's gender mainstreaming interventions and results?	6.1 To what extent are the GEWE results achieved within the Bank and RMC level sustainable? (in terms of institutional, financial, ownership and sustainability of partnerships). What are	• Evidence of sustainable benefits (institutional and project outcomes) • Extent to which gender mainstreaming efforts and results are likely to be sustained, in terms of institutional, financial, ownership and sustainability of partnerships. • Proportion of completed gender related projects that score satisfactory and above on sustainability (project type, sector, pre and post GMS) or of which results benefits are expected to be sustainable (for ongoing projects) • List of risks to sustainability, including potential environmental or political risks to gains in the reduction of gender gaps contributed to by Bank interventions	• Document review of project documents, MTRs, AFAWA programmatic documents, PCR/XSRENs	• Case Studies • Policy and Benchmarking • Project performance assessment • Portfolio Review

Evaluation Question	Sub Question	Indicators / Measures / Judgement criteria	Data Collection / Analytical Methods	Evaluation Component
	the key risk factors that would prevent the continuation of achieved benefits?		• Semi-structured interviews with Bank staff, PIUs, RMCs, • FGDs with beneficiaries • Secondary data analysis	
Learning and Adaptation:				
7. What is the Bank learning about the factors and practices that influence the achievement of GEWE results?	7.1 What internal and external factors and practices contributed to the achieved GEWE results within the Bank? What factors have hindered the Bank's GEWE efforts?	• (*Derived from findings on effectiveness, impact, and efficiency*) List of internal and external factors that have either contributed to or hindered the advancement of GEWE within the Bank, including the achievement of transformative outcomes (differentiated for country context, sector, beneficiary group where applicable) • Examples of innovations or promising practices that emerged during implementation.	• Semi-structured interviews • Document review • Staff survey • FGDs with beneficiaries	• Desktop review • Staff Consultations • Policy and Benchmarking • PPAs • Staff survey
	7.2 What lessons can be learned from the Bank's implementation of GEWE to enhance the efficiency, effectiveness and sustainability of results?	List of lessons derived from the above analyses	• Semi-structured interviews • Document review • Staff survey • FGDs	• Desktop review • Staff Consultations • Policy and Benchmarking • Project performance assessments • Staff survey

Annex 4a: Data Collection Tools / Key Informant Interview Guides

The following text will be read to all participants prior to interviews.

Your participation in this interview is completely voluntary and will take about 60 minutes. Whether or not you decide to participate and what you tell us will not affect your continued relationship with the AfDB. There are no right or wrong answers, or desirable or undesirable answers. You may choose to stop the interview and skip any question at any time. You have been selected to participate in this interview because you have knowledge, experience, or involvement related to the interventions being evaluated. There are no direct personal benefits to participating in this interview. However, your insights will contribute to a better understanding of the interventions' strengths and areas for improvement, which may help shape future support for gender equality and women empowerment in Africa.

The information you provide will not be shared with the AfDB. All responses will be anonymized, stored securely and deleted upon completion of the evaluation. There are minimal risks associated with participating. Some questions may relate to personal or community experiences, which could be sensitive. You are free to skip any question that makes you uncomfortable or stop the interview at any time.

If you agree, we may be tape-recording our conversation so that other evaluation team members can listen to your conversation and we can also keep accurate transcripts. All tape recordings will be kept in an IDEV SharePoint folder only accessible to the Evaluation Team and management and will be deleted once the evaluation is completed. Everything you say will remain confidential, meaning that only the evaluation team and I will be aware of your answers. The analysis will be done with anonymized information; in other words, your name will not be associated with your responses.

If you have any questions or would like to report anything related to the interview process, you can contact IDEV at XXX.

Do you understand the purpose and nature of this evaluation and wish to participate by answering a set of questions?

BANK STAFF: DGs / COUNTRY MANAGERS (Courtesy call discussion points)

1. From the country office perspective, how important is GEWE in the Bank's engagement in this country, and how has this evolved over time?
2. Where does the Bank add the most value on GEWE in this country, for example through financing, policy dialogue, partnerships, or knowledge work?
3. What are the main opportunities and constraints for integrating GEWE effectively in the country portfolio?
4. Are there particular sectors, operations, or partnerships that the evaluation team should prioritise during the mission?
5. Are there any key sensitivities, stakeholder dynamics, or practical considerations the team should be aware of?

BANK STAFF: CPOs / COUNTRY ECNOMISTS

1. What are the main gender-related development issues in this country context, and how are they reflected in the CSP and portfolio?
2. To what extent does the current portfolio respond to the most relevant GEWE priorities in the country?
3. How is GEWE being operationalised in practice through project design and portfolio choices? Does the Bank's policy dialogue with the country integrate GEWE issues?
4. Which stakeholders and institutions are most important for the team to meet (e.g. Ministry of Finance, sector ministries, PIUs, CSOs, development partners)?
5. What are the main evidence gaps, challenges, or questions the evaluation team should pay particular attention to during the mission?

BANK STAFF: GENDER DEPARTMENTS

Relevance

1. How relevant is the 2001 Gender Policy and Strategic Framework to current gender equality challenges? Which components of the policy remain useful, and which need updating?

2. To what extent do you think the Bank's gender policy and strategic framework evolve over time in response to changes in the Bank's operating context, shareholder priorities, and GEWE needs in RMCs?
3. To what extent do the Bank's strategies and operations respond to the principal gender-related barriers and opportunities identified in different contexts?
4. In your opinion what are the most important emerging issues that the Bank should consider in its strategy to promote gender equality?

Coherence/Internal Coherence

5. Are the gender policy and strategies aligned with other Bank strategies (e.g., TYS, climate, fragility)? With which ones and how?
6. How does the department coordinate with other Bank units to mainstream gender?

Coherence / External Coherence

7. What role has the Bank played in donor coordination platforms and advocacy related to GEWE at the global, regional and national levels?
8. Does the AfDB conduct policy dialogue specific to GEWE in the country?
9. What are some of the results of this collaboration? (e.g. joint programming or financing)?
10. What partnerships have been most strategic in advancing GEWE? Why?

Effectiveness /Mainstreaming Progress

11. What progress has been made in gender mainstreaming across operations?
12. What tools, initiatives, or practices have best supported this progress?

Effectiveness /Results Achievement

13. To what extent are gender interventions (lending and non-lending) achieving their intended outcomes? Which interventions perform better, and why?
14. What are the main results that have been achieved? How do they compare against what was planned?
15. What internal and external factors have enabled or hindered success?

Effectiveness/Gender Marker System

16. How useful has the GMS been in clarifying expectations and improving gender integration in project design and monitoring? Where relevant, has this also influenced implementation or results?
17. How does the AfDB's GMS compare with other MDBs?

Efficiency /Institutional Support

18. Are current structures, staffing, and systems adequate for supporting GEWE?
19. What are the strengths and gaps?

Efficiency / Organizational Culture

20. How does the Bank's culture (e.g., incentives, leadership messaging) support or hinder GEWE?
21. Are lessons from GEWE projects valued and applied?

Impact

22. How has the AfDB contributed to changes in norms, systems, or practices that promote gender equality? Can you share examples of transformative outcomes?
23. Provide examples of projects that have contributed to these outcomes.
24. Have there been any unintended positive or negative consequences from gender interventions?

Sustainability

25. Which results of gender mainstreaming efforts are sustainable? Which ones are not?
26. What are the key risks to sustainability of gender -related results?

Learning and Adaptation

27. What innovations have emerged?
28. What promising practices have emerged?
29. What lessons can be applied to improve future GEWE interventions?

***Questions related to hypothesis testing and impact stories*.**

To be read to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. What are the most significant changes you have observed in your area of your work over the past 10 years? Could there be changes in policies, strategies and regulations, in institutional practices and procedures, in decision-making, behaviours or relationships?

2. Can you describe a specific change in detail? Who changed? (individual, unit, department, organisation) What exactly changed? (from what to what) When did this change occur and where did it take place? Was this a formal change (policy, regulation, strategy) or an informal one (practice, behaviour, relationship)?
3. Is the change still ongoing or is it already institutionalized?
4. What role did the Bank's GEWE interventions play in bringing about this change? Which interventions were most influential?
5. Who were the other key actors involved?
6. Would this change have happened without the Bank's intervention? Why or why not?
7. Why is this change important? Who benefits most from this? Does it affect women and men differently? Does it address structural gender barriers?
8. What are the expected short-, medium-, or long-term effects?
9. What factors enabled or hindered this change? How were these challenges addressed?
10. What evidence exists to support this change (documents, decisions, reports, data)?

BANK STAFF: Task Managers of PPA projects.

Questions to be prioritised.

1. Could you please introduce yourself, describe your current position and how long you have been working at the AfDB, and your specific role in the project?
2. How has the project integrated GEWE?
3. (Follow up question on quotas) (if the project includes quotas for female beneficiaries/ staff): could you explain who established these quotas and what rationale was used to determine the proportion of women?

Cross-cutting issues if relevant to project context

4. (Youth) To what extent and how has the project promoted GEWE among youth, and addressed the specific needs, aspirations and constraints of young women and adolescent girls?
5. (Fragility) To what extent and how has the project promoted GEWE among fragility-affected populations?
6. (Climate change) To what extent and how has the project addressed the nexus between climate change and gender? How has it linked climate-resilience efforts with the promotion of GEWE?
7. Do you know other AfDB initiatives in the country which have significantly integrated GEWE, particularly policy dialogue?
8. What have been the key results of the project with respect to GEWE?
9. To what extent, and how, has the project contributed to gender transformative change—that is, structural changes in systems, power relations, social norms, and practices that advance gender equality? Can you provide concrete examples of gender transformative outcomes achieved?
10. Were there any shortcomings with respect to the expected GEWE results?
11. Were there any positive or negative unintended consequences of the project related to GEWE?
12. What have been the main enabling and hindering factors in implementing gender-related activities and in achieving GEWE results?
13. How well did/do different departments and complexes of the AfDB coordinate on GEWE during project design and implementation?
14. To what extent and how have the AfDB and implementing partners coordinated and created synergies with other development partners and national stakeholders for the promotion of GEWE, during the design and implementation of the project?
15. How has the Bank's internal capacity influenced the integration of GEWE in your project and the achievement of GEWE results?

For field mission preparation

16. Would you be able to provide us with guidance on the appropriate stakeholders within the executing agency/implementing partners to contact? Could you put us in contact with them?
17. Which other stakeholders involved in the project do you suggest consulting? (Women's organisations, youth organisations, other development partners, others?)
18. Where are the project's end beneficiaries (both men and women) located? Please could you advise on which groups of beneficiaries are most appropriate to consult, including women beneficiaries, and where?
19. How do you recommend proceeding to organize field visits to observe the project and consult with women and men beneficiaries?
20. Are there any potential obstacles (e.g. geographical, cultural) to interviewing the project's end beneficiaries that we should be aware of?

Questions related to common data gaps in project documentation (to be tailored to each specific project) Examples:

21. To what extent and how were women and girls involved in the design and implementation of the project? Do you have any documentation relating to consultation processes?
22. Was a specific budget dedicated to gender-related activities of the project?
23. Do you recall whether a gender specialist is/was in the PIU? Would you be able to provide this information with us?
24. What has been your experience in collecting sex-disaggregated data to measure the project's outputs and outcomes? And what have been your experience in collecting gender-specific data?
25. Do you have any evidence of sustainability of GEWE results?
26. (Which evidence do you have of financial and institutional sustainability of the project's gender-related components or evidence of partnerships in place to maintain GEWE results?)

***Questions related to hypothesis testing and impact stories*.**
To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions)*.

1. From your perspective as a private sector stakeholder, what significant changes have you observed in the GEWE landscape since 2014?
2. Can you describe a specific change in detail? Which institutions or actors have changed? What exactly has changed? (from what to what) When did this change occur and at what level did it take place?
3. How did the Bank-support project contribute to this change? Which activities or support mechanisms were most influential (e.g. funding, capacity-building, advocacy support, technical assistance, policy dialogue, etc.)?
4. Who were the other key actors involved? How did collaboration with partners (if applicable) influence the change?
5. Would this change have happened without the project? Why or why not?
6. Why is this change important in the broader GEWE context? Who benefits most from this? Does it affect women and men differently? Does it address structural gender barriers?
7. What are the expected short-, medium-, or long-term effects?
8. What factors enabled or hindered this change? How were these challenges addressed?
9. What evidence exists to support this change (documents, decisions, reports, data)?
10. What did you learn from this process about advancing GEWE?

OTHER BANK STAFF (Eco-System staff)

1. How are you engaged in GEWE interventions or operations?
2. How well do project designs identify and address the main gender-related needs, constraints, and opportunities relevant to their context?

3. To what extent are the specific constraints, needs and aspirations of women and girls of different contexts and social groups addressed? (In other words, are women and girls considered as a homogeneous group? Can you give some examples?)
4. How well do different departments and complexes coordinate on GEWE?
5. What have been some of the key achievements from implementing GEWE at Bank and project level?
6. How has the AfDB contributed to changes in norms, systems, or practices that promote gender equality? Can you share examples of transformative outcomes?
7. Can you share examples of projects that have contributed to these outcomes?
8. What are the main challenges and opportunities faced?
9. How has the Bank's internal capacity influenced gender integration in your project?
10. What lessons have you learned about integrating gender in project design, implementation, M&E and reporting?

Questions related to hypothesis testing and impact stories.

To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. What are the most significant changes you have observed in your area of your work over the past 10 years? Could be changes in policies, strategies and regulations, in institutional practices and procedures, in decision-making, behaviours or relationships?
2. Can you describe a specific change in detail? Who changed? (individual, unit, department, organization) What exactly changed? (from what to what) When did this change occur and where did it take place? Was this a formal change (policy, regulation, strategy) or an informal one (practice, behaviour, relationship)?
3. Is the change still ongoing or already institutionalized?
4. What role did the Bank's GEWE interventions play in bringing about this change? Which interventions were most influential?
5. Who were the other key actors involved?
6. Would this change have happened without the Bank's intervention? Why or why not?
7. Why is this change important? Who benefits most from this? Does it affect women and men differently? Does it address structural gender barriers?
8. What are the expected short-, medium-, or long-term effects?
9. What factors enabled or hindered this change? How were these challenges addressed?
10. What evidence exists to support this change (documents, decisions, reports, data)?
11. What lessons have you learned about integrating gender in project design, implementation, M&E and reporting?

BOARD MEMBERS (Executive Directors)

1. To what extent are the Bank's GEWE focus and approach addressing underlying GEWE constraints and are they responsive to the changing context and shareholder expectations?
2. How useful do you find the Gender Marker System (GMS) as a tool for increasing the Bank's focus on achieving GEWE impacts, enhancing the strategic use of the Bank's resources, and improving accountability?
3. Beyond investment operations, how well is the Bank applying its various instruments and tools to advance GEWE, such as innovative financing, policy dialogue, convening power, technical assistance, knowledge work?
4. Do you consider the current institutional arrangements sufficient to support GEWE implementation? (this could concern the positioning of the department, its structure, resources, incentives, coordination and results measurement)
5. From your perspective, are AFAWA's current approach and organizational structure appropriate mechanisms for addressing at scale the financing constraints faced by women entrepreneurs in RMCs?
6. Compared with peer multilateral development banks, where is the AfDB's GEWE approach particularly strong, and where are the main gaps to be prioritized over the next GEWE strategic cycle?

PROJECT IMPLEMENTATION UNITS

Relevance

1. To what extent do the AfDB GEWE interventions align with the country's priorities, needs and policies?
2. How relevant are the AfDB's gender policies and frameworks to the project(s) you implement?
3. Do project designs adequately address the specific needs of women and girls in your context?
4. How well has the project adapted to changing needs of the beneficiaries/ shifts in the operating context?

Coherence

5. How well do gender-related components align with other project objectives?
6. What role has the Bank played in donor coordination platforms and advocacy related to GEWE at global, regional and national level (depending on location of PIU)?

Effectiveness

7. What gender-related results have been achieved in your projects?
8. Which tools or practices have supported gender mainstreaming?

Efficiency

9. Do you have adequate resources (budget, staff, time) for implementing gender activities in your project?
10. Are implementation and monitoring systems and tools adequate to evaluate the GEWE dimensions?

Impact

11. Have you observed changes in access, participation, practices, institutional arrangements, or wider norms as a result of the project?
12. Can you share examples of successful activities?

Sustainability

13. Which gender-related outcomes are likely to be sustained after project completion?
14. What factors support or hinder sustainability?

Learning and Adaptation

15. What lessons have you learned from implementing gender components?
16. What improvements would you suggest for future gender-responsive projects?

***Questions related to hypothesis testing and impact stories*.**

To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. What changes have you observed among partners, counterparts, or beneficiaries?
2. Can you describe a specific change in detail? Who changed? What exactly has changed? (from what to what) When did this change occur and where did it take place?
3. Which project activities contributed most to this change?
4. Who were the other key actors involved? How did collaboration with partners (if applicable) influence the change?
5. Would this change have happened without the project? Why or why not?
6. Why is this change important? Who benefits most from this? Does it affect women and men differently? Does it address structural gender barriers?
7. What are the expected short-, medium-, or long-term effects?
8. What factors enabled or hindered this change? How were these challenges addressed?
9. What evidence exists to support this change (documents, decisions, reports, data)?
10. What did you learn during implementation?

CIVIL SOCIETY ORGANISATIONS

1. How have you been engaged in the AfDB's gender-related initiatives?
2. How relevant are the AfDB's gender policies to the communities you serve? Do interventions reflect the lived experiences of women and marginalized groups?
3. What results have you observed from the AfDB's gender interventions? What factors have contributed to or hindered effectiveness?
4. Have you seen any changes in gender norms, access to services, or empowerment as a result of the AfDB's assistance?
5. Are there unintended consequences of gender interventions?
6. Are gender outcomes sustainable in your community? Why?
7. How effective are partnerships between CSOs and the Bank on GEWE?
8. What recommendations do you have for improving the AfDB's GEWE outcomes?

Questions related to hypothesis testing and impact stories.

To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. What changes have you observed among the communities, institutions, or stakeholders you work with?
2. Can you describe a specific change in detail? Who changed? What exactly has changed? (from what to what) When did this change occur and where did it take place?
3. How did the Bank-support project contribute to this change? Which activities or support mechanisms were most influential (e.g. funding, capacity-building, advocacy support, technical assistance, policy dialogue, etic)?
4. Who were the other key actors involved? How did collaboration with partners (if applicable) influence the change?
5. Would this change have happened without the project? Why or why not?
6. Why is this change important? Who benefits most from this? Does it affect women and men differently? Does it address structural gender barriers?
7. What are the expected short-, medium-, or long-term effects?
8. What factors enabled or hindered this change? How were these challenges addressed?
9. What evidence exists to support this change (documents, decisions, reports, data)?
10. What did you learn during this process?

PARTNERS – MINISTRY OF FINANCE (including shareholder representatives in capitals)

1. Could give us an overview of your collaboration with the AfDB (main sectors, operations, modalities…)? And specifically related to gender equality?
2. Do you know about the AfDB GEWE strategies [if needed recall the pillars of the two strategies]?
3. How does the AfDB's GEWE work align with your priorities? How important is GEWE your priorities? Did it evolve in the past 10 years?
4. How important are GEWE dimensions in the dialogue with bilateral and multilateral donors? And with AfDB compared to other donors? Did you notice any evolution in the past 10 years?
5. What are the AfDB's strengths and areas for improvement in GEWE?
6. What opportunities exist for deeper collaboration on gender equality and women's empowerment with the Bank?

Questions related to hypothesis testing and impact stories.

To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. How effective is the collaboration with the AfDB on gender equality?
2. Can you identify any AfDB supported operation, project or activity that stands out on gender equality?
3. What transformations did it bring according to you?
4. How would you assess the AfDB "soft power" on the governments' development agendas? And on GEWE in particular? Do you have any concrete examples?
5. How would you explain this influence?

PARTNERS – OTHER MINISTRIES (ENERGY, EDUCATION, EMPLOYMENT…)

How important is GEWE in your priorities? Did you notice any evolution in the past 10 years? What is the strategy / policy of reference regarding gender equality for your Ministry?

1. Do you know about the AfDB GEWE strategies [if needed recall the pillars of the two strategies]?
2. How does the AfDB's GEWE work align with your priorities?
3. How instrumental has the AfDB been in promoting GEWE in your sector? And with your Ministry (in general or some departments in particular)?
4. What are the AfDB's strengths and areas for improvement in GEWE?
5. What opportunities exist for deeper collaboration on gender equality and women's empowerment with the Bank?

Questions related to hypothesis testing and impact stories.

To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. How effective is the collaboration with the AfDB on gender equality?
2. Regarding the specific operations / projects we are analyzing [recall the projects/operations], what challenges related to GEWE do you identify?
3. Regarding those challenges, how would you assess the capacity of these projects / operations to respond to it? What factors do you identify?
4. How would you assess the AfDB influence over the gender activities, components or strategies in these projects / operations? What factors do you identify?
5. What would you recommend strengthening the GEWE dimensions (if needed) in those projects / operations? What would you expect from the AfDB?

DEVELOPMENT PARTNERS

1. How does the AfDB's GEWE work align with your organization's priorities?
2. How effective is the collaboration with the AfDB on gender equality?
3. Has the AfDB contributed to transformative gender outcomes? Can you share examples of their impactful gender interventions?
4. What are the AfDB's strengths and areas for improvement in GEWE?
5. What opportunities exist for deeper collaboration on gender equality and women's empowerment?

Questions related to hypothesis testing and impact stories.

To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. From your perspective as a development partner, what significant changes have you observed in the GEWE landscape since 2014?
2. Can you describe a specific change in detail? Which institutions or actors have changed? What exactly has changed? (from what to what) When did this change occur and at what level did it take place?
3. How did the Bank-support project contribute to this change? Which activities or support mechanisms were most influential (e.g. funding, capacity-building, advocacy support, technical assistance, policy dialogue, etc.)?
4. Who were the other key actors involved? How did collaboration with partners (if applicable) influence the change?
5. Would this change have happened without the project? Why or why not?
6. Why is this change important in the broader GEWE context? Who benefits most from this? Does it affect women and men differently? Does it address structural gender barriers?
7. What are the expected short-, medium-, or long-term effects?
8. What factors enabled or hindered this change? How were these challenges addressed?
9. What evidence exists to support this change (documents, decisions, reports, data)?
10. What did you learn from this process about advancing GEWE?

PRIVATE SECTOR

1. How does the AfDB's GEWE work align with your priorities?
2. How effective is the collaboration with the AfDB on gender equality?
3. Has the AfDB contributed to transformative gender outcomes? Can you share examples of their impactful gender interventions?
4. What are the AfDB's strengths and areas for improvement in GEWE supporting private sector?
5. What opportunities exist for deeper collaboration on gender equality and women's empowerment?

Questions related to hypothesis testing and impact stories.

To be red to interviewees as an introduction: *Our main objective here is to identify concrete change that have occurred and to understand how the Bank's GEWE interventions contributed to those changes. We are focusing on observable changes in practices, relationships, policies, actions, activities, as well as in behaviours of individuals or collective actors (groups, communities, organisations, institutions).*

1. From your perspective as a private sector stakeholder, what significant changes have you observed in the GEWE landscape since 2014?
2. Can you describe a specific change in detail? Which institutions or actors have changed? What exactly has changed? When did this change occur and at what level did it take place?
3. How did the Bank-support project contribute to this change? Which activities or support mechanisms were most influential (e.g. funding, capacity-building, advocacy support, technical assistance, policy dialogue, etc.)?
4. Who were the other key actors involved? How did collaboration with partners (if applicable) influence the change?
5. Would this change have happened without the project? Why or why not?

6. Why is this change important in the broader GEWE context? Who benefits most from this? Does it affect women and men differently? Does it address structural gender barriers?
7. What are the expected short-, medium-, or long-term effects?
8. What factors enabled or hindered this change? How were these challenges addressed?
9. What evidence exists to support this change (documents, decisions, reports, data)?
10. What did you learn from this process about advancing GEWE?

Annex 4b: Data Collection Tools / Focus Group Discussion Guides

The following text will be read to all participants prior to interviews.
The purpose of this Focus Group Discussion is to gather information related to the interventions' activities, results, and impacts. This information will help us assess how relevant, effective, efficient, coherent, and sustainable it has been in reaching its goals.

We are conducting this Focus group exercise aiming at discussing and exchanging opinions about a certain number of subjects concerning gender equality and women empowerment.

Voluntary Participation
We are inviting you to participate in this study because you are a community member. Your participation in this study is entirely voluntary and should take approximately 60 minutes. It is your choice whether to participate or not. You may change your mind and stop participating at any time. Please feel free to share your opinions on the different subjects proposed and rest assured that this information will be used in total confidentiality.

Procedures
We would like to ask you some questions relating to XXX Your perceptions of what facilitated changes and how? What are the difficulties faced? And suggestions for improvement.

All responses will be anonymized, stored securely and deleted upon completion of the evaluation. There are minimal risks associated with participating. Some questions may relate to personal or community experiences, which could be sensitive. You are free to skip any question that makes you uncomfortable or stop the discussion at any time.

While we will take every measure to keep your responses confidential, please note that in group settings such as focus group discussions, we cannot guarantee that all participants will keep the information shared private. We kindly ask that you keep everything shared during the discussion confidential and respect the privacy of other participants. FGD subjects may use pseudonyms instead of their real names.

Do you agree to take part in the focus group discussion? YES/NO

I have read (or been read) the information above, and I understand the purpose of this interview. I know that my participation is voluntary and that I can withdraw at any time. I understand that my responses will be kept confidential and used anonymously.

I voluntarily agree to participate in this discussion.
If you have any other questions about this study later, you can contact the Lead Supervisor at XXX

Or

XXX

Participant consents to audio recording:	☐ YES	☐ NO
Participant agrees to the taking of photographs:	☐ YES	☐ NO

Participant's Full Name Signature / Thumbprint Date

Focus Group Discussion Guide for Women Only Group

1. What do you know about project /intervention? How have you been engaged in it?
2. How do you perceive gender roles in your community? What specific challenges do women and girls face in this community?

3. How has this AfDB interventions addressed your specific needs as a woman, girl, mother, women household head, entrepreneur in this environment / setting?
4. What changes have you experienced as a result of this project / intervention? Probes adapted to specific intervention type e.g. economic empowerment, infrastructure related, etc.
5. Were the services or support provided in a timely and accessible manner?
6. Have these programs led to any long-term changes in your personal life, household or community?
7. Do you think the benefits of these programs will continue in the future? Why?
8. What barriers still exist for women in your community?
9. What lessons or suggestions do you have for improving these programs?

Questions related to hypothesis testing and impact stories.

1. Over the past X months/years [depending on the specific project investigated], what is something that has changed for you in your daily life, compared to before? (e.g. at home, at work or in your business, in your community or group)
2. Are there decisions you can make now that you could not make before? (e.g. about income or spending, about work, education or training, about health, mobility or time use)
3. Do you participate or speak up more in meetings or discussions than before? (in the household, in community groups or cooperatives, in local institutions or committees)
4. Have people's attitudes or behavior changed in any way?
5. Before this project, how was it? And how is it now? What exactly do you do now?
6. What helped make this change possible? (e.g. information or training, support from other women, support from family or community, project/program activities)
7. Why is this change important for you? What problem does it solve?
8. Is this something that is already happening or something you hope will happen in the future?

Focus Group Discussion Guide for Men

1. What do you know about project /intervention? How have you been engaged in it?
2. How do you perceive gender roles in your community? What role do men play in supporting gender equality?
3. Have you seen changes in women's participation in economic or social activities?
4. Are there any concerns or resistance among men regarding gender-focused programs?
5. How can men be better engaged in promoting gender equality?

What lessons have you learned from gender initiatives?

Questions related to hypothesis testing and impact stories.

1. Over the past X months/years [depending on the specific project investigated], have you noticed any changes in your daily life at home, at work or in your community?
2. Have there been any changes in how decisions are made regarding income or spending, regarding education or work choices for women and girls, regarding health or mobility?
3. Do you do anything differently now when it comes to women's roles or opportunities? (e.g. supporting women's participation, allowing or encouraging women to speak)
4. Can you give one specific example of something you do now that you did not do before? What exactly has changed? When did this change start? Who noticed this change?
5. What helped bring this change?
6. Is this something that is already happening or something you plan to do in the future?

Annex 4c: Data Collection Tools / Survey Questionnaire

TARGET AUDIENCE

- Full-time staff and consultants
- AHGC – which includes the two divisions coordinating gender activities.
- Other implementing complexes – ECVP (selected departments), RDVP, PEVP, AHVP, PIVP,
- Eco-system support departments – SNSP, SNFI, SNSC, SNDR, SNOU, PGCL
- Approximately 868[90] as of December 2024 (excluding VP's Directors, administrative staff: team assistant, drivers, secretaries, financial management officers, etc.)
- Target all – as response rates are not usually greater than 30%.

STAFF ONLINE SURVEY

Purpose: This survey invites staff to share their views on the bank's progress in promoting gender equality and women's empowerment (GEWE). Your responses will inform IDEV's GEWE evaluation. Thank you for taking the time to share your insights.

Responses are confidential and reported in aggregate.

Estimated completion time: xxx minutes.

Section A. Respondent Information

Please select one option.

1. Department:
   ☐ AHGC
   ☐ Implementing Department (e.g., ECVP, AHVP, PEVP, PIVP, RDVP)
   ☐ Ecosystem/Support (e.g., SNFI, SNSC, SNSP, SNDR)
   ☐ Other (specify): _____
2. Office location:
   ☐ Headquarters (HQ)
   ☐ Regional Office: East, West, Central, Southern, North
   ☐ Country / Liaison Office
   ☐ Other (specify): _____
3. Grade level:
   ☐ GS staff
   ☐ PL1–2/EL
   ☐ PL3–8
   ☐ Local Professional Staff (LP4–6)
   ☐ Consultant / Short-Term Staff / Technical Assistance
   ☐ Other (specify): _____
4. Task Manager: ☐ Yes ☐ No
5. Gender role: ☐ Gender Specialist ☐ Gender Champion ☐ Both ☐ None
6. Tenure at Bank:
   ☐ < 1 year ☐ 1–2 years ☐ 3–5 years ☐ 6–10 years ☐ > 10 years
   (Consultants or staff with less than 6 months may skip Sections B–F and proceed directly to Section G.)
7. Gender: ☐ Female ☐ Male ☐ Prefer not to say ☐ Prefer to self-describe: _____

[90] This total currently excludes consultants who are in a different database

Section B. Relevance of the Gender Policy & Strategic Framework

8. Familiarity with Gender Policy (2001): ☐ No knowledge ☐ Limited ☐ Basic ☐ Proficient ☐ Expert
   (If you selected 'No knowledge', skip the next question on relevance and proceed to the question on intersectionality.)
9. Importance of GEWE in your work: ☐ Not important ☐ Somewhat important ☐ Important ☐ Very important ☐ Mission-critical
10. **To what extent is the 2001 Gender Policy still relevant given current challenges and context? Please explain.**

Section C. Effectiveness

11. How effective has the AfDB been in mainstreaming gender across its operations? *Select the most appropriate answer in each row.*

Item	1 Highly Ineffective	2 Ineffective	3 Somewhat effective	4 Effective	5 Highly Effective	Don't know / N.A.
Project design	☐	☐	☐	☐	☐	☐
Diagnostics (project, CSPs, corporate strategies/action plans)	☐	☐	☐	☐	☐	☐
Implementation supervision and monitoring	☐	☐	☐	☐	☐	☐
Project completion (PCRs/XSRs)	☐	☐	☐	☐	☐	☐
Policy dialogue with RMCs	☐	☐	☐	☐	☐	☐
Dialogue with private sector	☐	☐	☐	☐	☐	☐
Country Strategy Papers	☐	☐	☐	☐	☐	☐
Regional Strategy Papers	☐	☐	☐	☐	☐	☐
Sector/Thematic strategies and action plans	☐	☐	☐	☐	☐	☐
Other knowledge products including economic and sector works, research, etc	☐	☐	☐	☐	☐	☐
Independent evaluations	☐	☐	☐	☐	☐	☐
Operations procurement	☐	☐	☐	☐	☐	☐

12. **How familiar are you with the Gender Marker System (GMS)**: ☐ No knowledge ☐ Limited ☐ Basic ☐ Proficient ☐ Expert

(If you selected 'No knowledge', skip the following GMS-related questions and proceed to Section D.)

13. **How do you rate the importance of GMS for integrating GEWE**: ☐ Not important ☐ Slightly ☐ Moderately ☐ Important ☐ Very important

14. How confident are you in using the GMS (tick one per row)

Item	1 Not at all confident	2 Slightly confident	3 Somewhat confident	4 Very confident	5 Extremely confident
I can apply the GMS correctly	☐	☐	☐	☐	☐
I can distinguish between categories	☐	☐	☐	☐	☐
I can use the GMS framework to engage the borrower / client on addressing gender inequality with Bank support	☐	☐	☐	☐	☐
I find the GMS framework a useful instrument to focus projects on addressing gender barriers	☐	☐	☐	☐	☐
I find the GMS framework a useful instrument to monitor gender outcomes	☐	☐	☐	☐	☐

15. To what extent has the GMS improved the following outcomes?

Item	1 Not improved at all	2 Slightly improved	3 Moderately improved	4 Largely improved	5 Significantly improved
Quality/depth of gender attention in projects	☐	☐	☐	☐	☐
Selectivity/focus on operations with greater gender impact	☐	☐	☐	☐	☐
Strategic use of resources	☐	☐	☐	☐	☐
Accountability for GEWE actions/resources	☐	☐	☐	☐	☐
Monitoring of gender outcomes	☐	☐	☐	☐	☐
Achievement of gender outputs and outcomes	☐	☐	☐	☐	☐
Achievement of transformative change (Transformative change: shifting underlying norms, structures, and	☐	☐	☐	☐	☐

power relations to reduce gender inequality)

Section D. Culture & Informal Norms

16. To what extent do the following reflect your department's/unit's/the Bank's position/preferences on GEWE?

Item	1 Not at all	2 Small extent	3 Moderate extent	4 Large extent	5 Very large extent	Don't know / N.A.
Leaders consistently signal GEWE is a priority	☐	☐	☐	☐	☐	☐
Staff who integrate gender are recognized/ rewarded	☐	☐	☐	☐	☐	☐
Lessons from GEWE projects are valued	☐	☐	☐	☐	☐	☐
Pressure to deliver projects quickly reduces gender analysis/ consultations	☐	☐	☐	☐	☐	☐
Prioritisation of 'hard' infrastructure funding over making project components gender-sensitive	☐	☐	☐	☐	☐	☐
Gender is seen as secondary to technical/financial performance	☐	☐	☐	☐	☐	☐
Tokenism—gender included mainly for compliance	☐	☐	☐	☐	☐	☐
Gender work viewed as 'extra' unless externally funded	☐	☐	☐	☐	☐	☐
Budget negotiations deprioritize gender activities	☐	☐	☐	☐	☐	☐
Risk aversion/backlash concerns limit GEWE in some RMCs	☐	☐	☐	☐	☐	☐

Tick one per row.

Section E. Enabling Environment

This section asks about the adequacy of systems, resources, and leadership signals that enable staff to integrate GEWE.

17. How adequate are the following to support GEWE? (tick one per row)

Item	1 Highly inadequate	2 Inadequate	3 Somewhat adequate	4 Adequate	5 Very adequate	Don't know / N.A.
Number of gender specialists in your region	☐	☐	☐	☐	☐	☐

Competence of gender specialists	☐	☐	☐	☐	☐	☐
Financial resources for GEWE activities	☐	☐	☐	☐	☐	☐
Project design guidelines for gender integration	☐	☐	☐	☐	☐	☐
Supervision/monitoring guidelines for results & learning about gender	☐	☐	☐	☐	☐	☐
Project completion guidelines	☐	☐	☐	☐	☐	☐
Task Manager/staff capacity (knowledge and skills)	☐	☐	☐	☐	☐	☐
Bank leadership commitment	☐	☐	☐	☐	☐	☐
Gender data for design and planning	☐	☐	☐	☐	☐	☐
Knowledge products provide information, lessons and practices that inform design	☐	☐	☐	☐	☐	☐
Independent evaluations provide lessons on GEWE for new designs and or course corrections	☐	☐	☐	☐	☐	☐
Strategic partnerships	☐	☐	☐	☐	☐	☐

18. Are there any other factors you have encountered that enable staff to integrate GEWE in their work? Please explain.

Section F. Barriers to Integrating GEWE (Select up to 3 per category)

This section asks about the primary constraints encountered when attempting to integrate GEWE into your day-to-day work outside institutional factors.

19. **Personal factors and motivation**

- Limited knowledge/skills to integrate gender.
- Limited information on the gender gaps in my sector
- Lack of time/heavy workload
- No recent training on GEWE (past 5 years)
- GEWE objectives/results not in my performance evaluation/discussions with supervisor
- Other (specify): _____

20. **Project-related factors**

- Weaknesses in the project design
- Inadequate gender analysis
- Insufficient funding to implement gender action plans at project level.
- Limited gender expertise in executing agencies/PIUs.
- Limited government/client capacity or interest
- Other (specify): _____

Section G. Lessons and Suggestions

21. What ideas or suggestions could help the bank strengthen its work in gender equality and women's empowerment?

_____
_____
_____

22. Anything else you would like to share?

_____
_____

Thank you for your time. Your input will directly inform the GEWE evaluation.

Annex 4d: Data Collection Tools / Structured Observation Checklist

Project:
Location:
Date:
Evaluator:

Instruction: Tick **Yes / No** based on direct observation and stakeholder validation. Add short comments only when necessary.

1. Observable Gender-Related Change

☐ Yes ☐ No

There is at least one clearly observable change benefiting women or girls (access, safety, income, participation, etc.).

☐ Yes ☐ No
The change is confirmed by women beneficiaries (not only by project staff).

Comments (if necessary):

2. Infrastructure & Safety

☐ Yes ☐ No
Infrastructure improvements are physically verified on site.

☐ Yes ☐ No
Women report feeling safer or experiencing improved privacy/dignity.

Comments (if necessary)

3. Participation & Voice

☐ Yes ☐ No
Women actively participate in meetings/committees (not only present).

☐ Yes ☐ No
Women's inputs have influenced decisions or design adjustments.

Comments (if necessary):

4. Economic Outcomes

☐ Yes ☐ No
Women report improved income, productivity, or reduced time burden.

Comments (if necessary):

5. Contribution & Sustainability

☐ Yes ☐ No
The project clearly contributed to the observed change.

☐ Yes ☐ No
The change appears likely to continue after project support ends.

Comments (if necessary):

6. Risks / Negative Effects

☐ Yes ☐ No
No significant unintended negative effects on women were identified.

Comments (if necessary):

Final scoring:

# of yes:

Rate:

Comments (if necessary):

Explanation:

- **8–10 Yes:** Highly Satisfactory (4)
- **6–7 Yes:** Satisfactory (3)
- **4–5 Yes:** Partly Unsatisfactory (2)
- **0–3 Yes:** Unsatisfactory (1)

Annex 5: Methodological approach to identify gaps in evidence extraction and select institutions as comparators for the Policy Review and Benchmarking Report

This methodological note outlines the approach used to (a) **identify gaps in the extraction of evidence (10/10/2025) provided by IDEV** and (b) **select the MDBs serving as comparators in the future Policy Review and Benchmarking Report**.

1. **Quantify the availability of evidence across institutions and evaluation criteria.**

The first step consisted of a **quantitative assessment of the documentation collected** for each organisation. For each institution, the number of entries was counted per evaluation criterion, and the total number of documents was mapped to understand the breadth of available evidence (*see tables in Annex*). This enabled to identify institutions with abundant evidence and detect those where documentation was limited, leading to identifiable gaps that would weaken any comparative analysis.

2. **Analyse the types and diversity of documents produced by each institution.**

The second step consisted of a **review of the diversity and types of documents available** for each institution. Documents were categorised as: evaluations, strategy papers, policy documents, operational guidelines, working papers and other materials. This review helped assess the **relevance and utility of the evidence available** for each institution.

3. **Consolidate the results in a table.**

The results were combined into the table in *Annex*.

4. **Select MDBs as comparators.**

To ensure methodological coherence in the benchmarking analysis, the institutions selected as comparators are **exclusively MDBS**. This ensures a **structural and functional comparability**, consistency in mandates, operational models and institutional frameworks, thus enabling a more coherent comparative assessment.

To select MDBs, those with the highest number of entries and ratios were prioritised to ensure a substantial evidence base. Also, selected MDBs were those for which essential materials are available: recent evaluations of GEWE support, recent strategic documents, gender toolkit, GMS and operational guidelines.

Based on those criteria, we suggest taking as comparators:

1. **The World Bank Group, including IFC.**
2. **AsDB**
3. **IDB**
4. **EIB**
5. **EBRD**

This selection includes:

1. Three regional development banks (AsDB, IDB, EIB).
2. Two DFI (IFC and EBRD)

Other institutions evidence, in particular UN (such as UN Women), OECD, Finance in Common (Coalition on Gender Equality and Women's Empowerment in Development Banks[91]) will be used selectively to

[91] The Coalition conducted a survey to map the latest trends and innovations in programs financed by PDBs targeting women's financial inclusion

highlight best practices on gender and enrich the analysis without compromising comparability across MDBs. In addition, targeted thematic elements may be incorporated, such as good practices in agriculture drawing on IFAD's experience, in climate through the EIB to enrich the analysis.

Source of evidence

- Compilation of evidence through AI and control quality (IDEV).
- Use of evidence already compiled, and synthesis based on evidence provided (Consultant)
- Additional desktop review where needed, including of existing work from other ECG members.
- Interviews where needed.

Reporting and timeline:

An initial analysis will be conducted by the consultant based on the documentation made available and the initial extraction provided by IDEV. This first analysis will lead to the identification of potential gaps in the existing evidence base. An initial analytical report will then be produced and subsequently complemented by a targeted data collection phase to gather missing information. Data collection tools (i.e. interview guides) will be developed after the completion of the initial analysis to be fully tailored to the identified needs for additional information for each institution. The final analysis and report write-up will then be completed by the consultant. The policy and benchmarking report will include these inputs by Mid-March at best.

Annex 6: Termes of Reference for the Thematic Case Studies

1. Background

IDEV is currently conducting the evaluation of the AfDB's support to gender equality and Women's Empowerment (GEWE) over the period 2014–2024, in collaboration with the Ernst & Young Consulting. The evaluation is currently in its inception phase. The purpose of the evaluation is to assess the Bank's progress in gender mainstreaming, the achieved results, and challenges encountered, and the extent to which its policies, strategies, and institutional frameworks have contributed to the achievement of these results. Building on the 2020 evaluation synthesis and recent MTRs, the evaluation will generate empirical evidence on effective gender – related interventions and the Bank's contribution to enabling gender-transformative change. The evaluation also aims to generate lessons and actionable recommendations to inform the development of the new Gender Action Plan and support GEWE aspirations outlined in the current TYS 2024–2033. Its findings will also contribute to the broader evidence base by offering context-specific insights into the Bank's support for GEWE.

The evaluation will use a **combination of country and thematic case studies** to enable the in-depth analysis of implementation of GEWE across different country contexts, themes and sectors to provide contextual knowledge and evidence. These Termes of Reference outline the **objectives and methodology of the three thematic case studies.**

2. Purpose, objectives and scope of the thematic case studies

The **purpose** of the thematic case studies is the **in-depth assessment of three thematic areas of strategic interest for the AfDB,** that are: (i) the AFAWA Initiative and broader private sector operations, the Bank's key initiative for advancing women's economic participation; (ii) interventions at the intersection of gender, climate, youth, and fragility, reflecting the Bank's growing engagement in complex and vulnerable contexts; and (iii) agricultural operations, which account for second-largest share of gender-related SOs over the 2014-2024 period (see Annex 2: Portfolio review) and are central to women's livelihoods across the continent. Together, these thematic case studies will provide a lens for assessing **the Bank's contribution to gender equality and women's empowerment and extracting important lessons to inform future programming.**

Each case has the following objectives and scope:

- **AFAWA and Private Sector Case Study:** will assess the contribution of the AFAWA Initiative to the Bank's GEWE objectives and outcomes, while providing evaluative feedback on the effectiveness of the Special Initiative modality and the broader gender financing and private-sector-led approach to delivering gender results within the Bank. It will examine AFAWA's performance in achieving its core objectives, its coherence with other Bank interventions, and its contribution to Bank results in enhancing the economic empowerment of women. Particular attention will be given to the Initiative's catalytic role in mobilizing and channelling resources, engaging financial institutions, and creating enabling environments for W-SMEs. The case study will also assess how AFAWA's institutional design and implementation arrangements have shaped the delivery of sustainable and transformative gender results. In addition, selected NSOs including financial inclusion operations will be reviewed to assess their design quality, effectiveness, and efficiency in promoting gender equality.
- **Gender, Climate, Youth and Fragility thematic case study:** will assess how AfDB interventions promote gender equality for women and girls across diverse and intersecting contexts including those affected by climate change, youth dynamics, and fragility or transition environments. It will examine how selected interventions have been designed to respond to the specific aspirations, needs and constraints of women and girls, particularly young women, in these complex settings. It will review the results and outcomes, identify best

practices, and distil lessons learned to inform future programming. An in-depth assessment will be conducted on a targeted set of projects, focusing particularly on the relevance, coherence, effectiveness, impact, and sustainability of gender-equality related benefits.

- **Agriculture thematic case study:** will conduct an in-depth assessment of how the Bank's agricultural operations are advancing gender equality and contributing to transformative change for women and girls. This case study will examine the extent to which agricultural interventions: a) address gender-specific barriers and needs, b) demonstrate coherence with other Bank and country-level activities; c) achieve effective and sustainable results for girls and women, and d) contribute to gender-transformative impact.

3. Methodology

3.1. Sampling approach for operations

The evaluation will adopt a multi-stage stratified **purposive sampling** to select projects, i.e. implementation status, gender categorization and approval date and sectoral focus, designed to ensure relevance and data availability. From this process, a shortlist of projects was identified to support the development of thematic case studies[92] (see section of PPAs for the sampling approach applied for the selection of projects). As multi-country projects constitute a significant share of the portfolio (20% of SOs and 40% of NSOs), a sample of multi-country NSOs has been identified using the criteria above, as well as ensuring the inclusion of AFAWA projects.

A total of **30 projects (SOs and NSOs) have been sampled**, including 25 across the countries selected for country case studies and 5 that are multi-countries, for which PPAs will be performed.

They are divided thematically as presented in the following table.

Table 38 Distribution of projects covering thematic case studies.

Theme	Agriculture	Private sector	Gender, climate, inclusion, youth, fragility	Mix Agriculture/ Private sector	Other/ Cross-cutting
Number of projects	10	7	7	1	6

3.2. Data collection and methods analysis

The thematic case studies will use different complementary methods for data collection, including a **document review**, a **light portfolio review for each thematic** to provide some basic quantitative analysis, the **outcomes from the PPAs** as well as **semi-structured interviews** with key informants, **direct observations** for in-depth PPAs in selected countries and **focus group discussions (FGDs)** with community leaders and with end beneficiaries (*see section on evaluaton tools for more details*). When FGDs and/or on-site interviews are not feasible, the evaluators will conduct phone interviews with end beneficiaries or other key informants.

Following these activities, the evaluation team will assemble, analyse, and triangulate the data against the evaluation criteria (of relevance, effectiveness, consistency, sustainability and impact).

Table 39 Summary of scope and data collections tools for each thematic case studies.

	AFAWA and Private Sector	Agriculture	Cross cutting
Scope	Contribution of the AFAWA Initiative to the Bank's GEWE	Contribution of the Bank's agricultural operations to	Contribution of AfDB interventions to the

[92] Projects were primarily selected to support country case studies, and where they also offered valuable insights for thematic case studies, this dual relevance was considered an added advantage.

	AFAWA and Private Sector	Agriculture	Cross cutting
	objectives and outcomes and effectiveness of the Special Initiative modality and the broader gender financing and private-sector-led approach to delivering gender results within the Bank.	advance gender equality and contribute to transformative change for women and girls.	promotion of gender equality for women and girls across diverse and intersecting contexts including those affected by climate change, youth dynamics, and fragility or transition environments
Document review	Yes	Yes	Yes
Light portfolio review	Yes	Yes	Yes
KII Interviews	Yes	Yes	Yes
FGD	Yes	Yes	Yes
PPAs outcomes	Yes	Yes	Yes
Direct observations during field missions	Yes	Yes	Yes

5. Reporting

A report template will summarize the findings of each thematic case study.

Annex 7a: Suggested List of Sampled Projects for Country Case Studies

S.N	Project code	Project name	Country	GMS period	Gender Classification	Approval year	Sector	SO/ NSO	Status	PAR	PCR / XSR	PCREN / XSREN	In-depth / Light	Disbursement above 75%	Thematic Case Study
1	P-Z1-IA0-013	NELSON MANDELA INSTITUTES AFRICAN INSTITUTIONS OF SCIENCE AND TECHNOLOGY (NMI-AIST) PROJECT	Nigeria	Pre-GMS	CAT III	2016	Social	SO	Closed	Yes	Yes	No	In-depth	Yes	Other / Cross-cutting
2	P-NG-AAG-006	Fund for Agricultural Finance in Nigeria	Nigeria	ADOA	GS I	2016	Agriculture & Social	NSO	Ongoing	-	-	-	In-depth	Yes	Agriculture
3	G-NG-KB0-ZZZ-001	FCMB – Promoting WSMEs Access to Financial Services	Nigeria	Post-GMS	GEN I	2022	Finance	NSO	Ongoing	-	No	-	Light	Yes	Private Sector
4	P-NG-AAG-016	Support To National Agriculture Growth Scheme - Agro-Pocket	Nigeria	Post-GMS	GEN I	2022	Agriculture & Social	SO	Completed	Yes	No	No	In-depth	Yes	Agriculture
5	P-Z1-HA0-037	SOUTH AFRICA - ABSA Group Limited	South Africa	ADOA	GS II	2023	Finance	NSO	Ongoing	Yes	Yes	No	In-depth	Yes	Private Sector
6	P-ZA-HAA-014	Industrial Development Corporation (IDC)	South Africa	ADOA	GS II	2017	Finance	NSO	Ongoing	No	Yes	No	Light	Yes	Private Sector
7	P-ZA-IE0-003	ENTREPRISE DEVELOPMENT PILOT PROJECT	South Africa	Pre-GMS	CAT II	2015	Social	SO	Closed	Yes	Yes	No	In-depth	Yes	Other / Cross-cutting
8	P-ZA-K00-006	Energy Governance and Climate Resilience Programme	South Africa	Post-GMS	GEN II	2023	Multi-Sector	SO	Ongoing	Yes	Yes	No	In-depth	Yes	Climate
9	P-GH-AAD-002	Engaging Local Communities In Redd+/Enhancing Carbon Stocks	Ghana	Pre-GMS	CAT II	2014	Agriculture	SO	Closed	Yes	Yes	Yes	Light	Yes	Agriculture / Climate
10	P-GH-AAZ-001	Savannah Zone Agricultural Productivity Improvement Project	Ghana	Pre-GMS	CAT II	2017	Agriculture	SO	Completed	Yes	Yes	No	Light	Yes	Agriculture
11	P-BI-DB0-018	PROJET D'AMENAGEMENT ET DE BITUMAGE DE LA RN 18 NYAKARARO-MW	Burundi	Pre-GMS	CAT II	2014	Transport	SO	Completed	Yes	Yes	Not found	In-depth	Yes	Other / cross-cutting
12	P-BI-AA0-017	PROJET DE PRODUCTION AGRICOLE D'URGENCE AU BURUNDI	Burundi	Post-GMS	GEN II	2022	Agriculture	SO	Ongoing	Yes	Yes	Not found	Light	Yes	Agriculture
13	P-BI-F00-004	BURUNDI PROJET D'ACCÈS À L'ÉNERGIE PHASE 1	Burundi	Post-GMS	GEN II	2021	Power	SO	Ongoing	Yes	No	No	In-depth	Yes	Other / cross-cutting
14	P-BI-IC0-001	PROJET D'APPUI A L'INSTITUT DES SCIENCES DE LA NUTRITION DE LA COMMUNAUTE EST AFRCAINE-EANSI	Burundi	Post-GMS	GEN III	2019	Social	SO	Ongoing	Yes	No	No	In-depth	Yes	Other / cross-cutting
15	P-MA-HA0-005	Groupe Banque Centrale Populaire	Morocco	ADOA	GS II	2018	Finance	NSO	Ongoing	Yes	No	No	In-depth	Yes	Private Sector
16	P-MA-E00-010	PROJET D'AMELIORATION DE LA QUALITE D'EAU ET DES PERFORMANCE	Morocco	Pre-GMS	CAT II	2016	Water Sup / Sanitation	SO	Closed	Yes	Yes	No	In-depth	Yes	Other / cross-cutting
17	P-MA-AAC-016	Projet D'appui Au Programme National D'economie D'eau D'irri	Morocco	Pre-GMS	CAT II	2016	Agriculture	SO	Completed	Yes	Yes	No	In-depth	Yes	Agriculture
18	P-MA-I00-012	Programme D'appui A La Generalisation De La Couverture Sociale (Pagcs)	Morocco	Post-GMS	GEN II	2022	Social	SO	Completed	Yes	Yes	No	Light	Yes	Other / Cross-cutting
19	P-RW-IZ0-004	Rwanda Skills Employability and Entrepreneurship Programme III (SEEP) III Programme	Rwanda	Pre-GMS	CAT II	2016	Social	SO	Closed	Yes	Yes	Yes	In-depth	Yes	Inclusion, Climate change, fragility and youth
20	P-RW-FA0-016	RESULTS BASED FINANCING - SCALING UP ELECTRICITY ACCESS PROGRAM II	Rwanda	Post-GMS	GEN III	2018	Power	SO	Ongoing	Yes	No	No	In-depth	Yes	Other / Cross-cutting

S.N	Project code	Project name	Country	GMS period	Gender Classification	Approval year	Sector	SO/ NSO	Status	PAR	PCR / XSR	PCREN / XSREN	In-depth / Light	Disbursement above 75%	Thematic Case Study
21	P-RW-FA0-013	INCREASING CLIMATE CHANGE ADAPTIVE CAPACITY OF RWANDAN COMMU	Rwanda	Pre-GMS	CAT II	2016	Power	SO	Completed	Yes	No	No	Light	Yes	Climate
22	P-RW-DB0-014	APPUI AU SECTEUR DES TRANSPORTS-ROUTE BASE-GICUMBI-RUKOMO-NY	Rwanda	Pre-GMS	CAT II	2014	Transport	SO	Ongoing	Yes	No	No	In-depth	Yes	Other / Cross-cutting
23	P-CM-AA0-015	Programme D'appui Au Renforcement De La Production Agricole au Cameroun - PARPAC	Cameroon	Pre-GMS	GEN II	2022	Agriculture	SO	Ongoing	Yes	No	No	In-depth	Yes	Agriculture
24	P-CM-AA0-012	Programme De Developpement Des Chaines De Valeurs Agricoles	Cameroon	Pre-GMS	CAT II	2016	Agriculture	SO	Ongoing	Yes	No	No	Light	Yes	Agriculture
25	P-Z1-CZ0-013	Réhabilitation Et Renforcement De La Résilience Des Systèmes	Cameroon	Pre-GMS	CAT II	2014	Climate	SO	Closed	Yes	No	No	In-depth	Yes	Inclusion, Climate change, fragility and youth
26	P-ER-AAZ-001	DROUGHT RESILIENCE AND SUSTAINABLE LIVELIHOODS (DRSLP)V-ERITREA	Eritrea	Post-GMS	GEN III	2019	Agriculture	SO	Ongoing	Yes	No	No	In-depth	No	Agriculture
27	P-ER-FA0-001	Eritrea - Dekemhare 30 MW Solar PV Project	Eritrea	Post-GMS	GEN III	2023	Power	SO	Ongoing	Yes	No	No	In-depth	No	Inclusion, Climate change, fragility and youth
28	P-ER-IA0-001	SUPPORT TO SKILLS DEVELOPMENT FOR EMPLOYABILITY AND ENTREPRE	Eritrea	Pre-GMS	CAT II	2015	Social	SO	Ongoing	Yes	No	No	In-depth	Yes	Other / Cross-cutting

Multi-country projects - NSO selection

No	Project code	Project name	Country	GMS period	Gender Classification	Approval year	Sector	SO/NSO	Status	PAR	PCR / XSR	PCREN / XSREN	Case Studies
1	P-Z1-G00-014	50 MILLION AFRICAN WOMEN SPEAK NETWORKING PLATFORM (COMESA)	Multi	Pre-GMS	CAT I	2016	Communications	SO	Closed	Yes	Yes	Yes	Other / Cross-cutting
2	P-Z1-EAZ-054	STRENGTHENING TRANSBOUNDARY COOPERATION AND NATURAL RESOURCES MANAGEMENT IN SONGWE RIVER BASIN	Multi	Post-GMS	GEN II	2019	Water Supply and Sanitation	SO	Ongoing	Yes	Yes	-	Other / Cross-cutting
3	G-Z1-ID0-ZZZ-020	E4Impact Foundation Social Enterprise	Multi	Post-GMS	GEN I	2021	Finance	NSO	Completed	-	-	-	Private sectors (with links to gender, climate, youth, fragility, inclusion)

Annex 7b: List of Projects with PCR, PCREN and/or XSR in sampled countries

3.1. List of Projects with PCR and/or PCRENs in sampled countries

Project ID	Project name	Country	Pre-GMS/Post-GMS	GMS category standardized	PCR	PCREN
P-MA-A00-003	Programme d'Appui au Plan Maroc Vert, Phase II – (PAPMV-2)	Morocco	Pre-GMS	GEN I	Yes	YES
P-MA-AA0-003	PROGRAMME D'APPUI AU DÉVELOPPEMENT INCLUSIF ET DURABLE DES FILIÈRES AGRICOLES (PADIDFA)	Morocco	Post-GMS	GEN III	Yes	Yes
P-MA-DC0-005	Projet de renforcement de l'infrastructure ferroviaire	Morocco	Pre-GMS	GEN I	Yes	YES
P-MA-H00-020	PROGRAMME D'APPUI À L'INCLUSION FINANCIÈRE ET À L'ENTREPRENARIAT POUR LA RELANCE ÉCO	Morocco	Post-GMS	GEN III	Yes	Yes
P-MA-HAZ-002	Programme d'appui au renforcement de la stabilité et de l'inclusion financière (PARSIF)	Morocco	Pre-GMS	GEN II	Yes	YES
P-MA-HZ0-011	Programme d'Appui au Développement du Secteur Financier- (PADESFI - III)	Morocco	Pre-GMS	GEN II	Yes	YES
P-MA-I00-012	PROGRAMME D'APPUI A LA GENERALISATION DE LA COUVERTURE SOCIALE (PAGCS)	Morocco	Post-GMS	GEN II	Yes	No
P-MA-I00-016	PROGRAMME D'APPUI À L'AMÉLIORATION DE LA PROTECTION SOCIALE (PAAPS) – PHASE II	Morocco	Post-GMS	GEN III	Yes	No
P-MA-IA0-008	Morocco - Support Programme for the Generalisation of Social Coverage for better Employability (PAGCS) - Phase II	Morocco	Post-GMS	GEN II	Yes	Yes
P-MA-IBD-011	Programme d'appui à la gouvernance de la protection sociale (PAGPS)	Morocco	Pre-GMS	GEN III	Yes	YES
P-MA-K00-021	PROGRAMME D'APPUI A LA REPONSE AU COVID-19 (PARC-19)	Morocco	Post-GMS	GEN III	Yes	Yes
P-RW-IZ0-004	Rwanda Skills Employability and Entrepreneurship Programme III (SEEP) III Programme	Rwanda	Pre-GMS	GEN II	Yes	Yes
P-RW-K00-013	RWANDA COVID-19 CRISIS RESPONSE BUDGET SUPPORT PROGRAM (RCRBS)	Rwanda	Post-GMS	GEN II	Yes	Yes
P-Z1-IA0-013	Nelson Mandela Institutes African Institutions of Science and Technology Project	Nigeria	Pre-GMS	GEN II	Yes	No

Note: Nigeria had only 2 completed projects and did not have any completed PCR and PCRENs, therefore it is not included in the table above.

3.2. List of Projects with XSRs in sampled countries

Project ID	Project name	Country	Gender Classification
P-RW-HAA-007	Development Bank of Rwanda	Rwanda	GS II (Good)
P-NG-HAB-042	Fidelity Bank	Nigeria	GS II (Good)
P-NG-HAB-037	First Bank of Nigeria Limited	Nigeria	GS III (Marginal)
P-NG-HAB-038	First Securities Discount House Merchant Bank Limited	Nigeria	GS III (Marginal)
P-RW-E00-008	Kigali Bulk Water Supply Project	Rwanda	GS III (Marginal)
P-NG-HB0-005	LAPO Microfinance Bank Ltd.	Nigeria	GS I (Excellent)
P-NG-HAB-016	Stanbic IBTC Bank PLC	Nigeria	GS III (Marginal)
P-NG-HAB-035	Wema Bank Plc	Nigeria	GS II (Good)

Annex 8: Project Performance Assessment Template

Objectives

The purpose of conducting PPAs in this evaluation process is to understand the translation of AfDB priorities on GEWE on the ground. The assessments will therefore analyze the design, objectives, assumptions, and accountability arrangements of Bank gender-related interventions based on a clear evaluative reference framework, allowing for a clear set of criteria and data points to assess how the project performed on these points.

This will then enable us to assess the **performance**, **results**, and **implementation choices** against the interventions' intended logic and commitments, and to generate findings that are credible and actionable.

The PPA will specifically assess the quality of the project's theory of change from a GEWE perspective, examining the logical connection between activities and extent to which it addresses specific gender barriers, and the intended gender results. These assessments will help identify transformative gender outcomes and identify key factors (external and internal) influencing success or failure, especially where monitoring data is limited. This assessment will also assess other quality at entry elements like timeliness at start-up.

Methodology

The evaluation team applied criterion sampling to identify a set of **31 projects** to be considered as part of PPAs (18 will be performed by the consultant and 13 by IDEV). The following criteria guided the selection process of projects:

- **Implementation status**: priority was given to projects that had been completed and closed, with PCRENs or PCRs, or XSRs[93] for NSOs to ensure lessons learned and good practices are captured. The sample also included nearly completed projects. However, to capture learning from the evolving AFAWA initiative and other recent strategic priorities, an estimated eight strategically important projects with high disbursement of funding (>75%) will also be included. This ensures that the evaluation can assess results and lessons based on substantive implementation experience.
- **Gender categorization**: For SOs, pre-GMS projects categorised CAT I-II and post-GMS projects categorised GEN I-III were prioritized to ensure sufficient project information relative to GEWE.[94] For NSOs, projects with a Gender and Social ADOA score of Excellent or Good.
- **Sectoral Focus:** Sector selection was informed by the portfolio review and aligned with the themes identified for the thematic case studies. Priority was given to projects in sectors with high portfolio representation and strategic relevance, including multi-sector and agriculture. Projects addressing youth, climate, and fragility were also identified to meet thematic case study needs.
- **In country logistics**: The selection of projects also considered logistics inside the country (distance between projects, accessibility to reach projects, availability of stakeholders/beneficiaries).

The **30 PPAs** will include:

- **20 in-depth PPAs** which will consist of desk review, interviews on-site, FGDs and direct observations. Data collected will integrated into the PPA template.

- **11 light-touch PPAs** which will consist of desk review and 1-2 interviews with Task Managers and project and partner leads based on availability of stakeholders. Data collected will integrated into the PPA template. Including light-touch PPAs alongside in-depth assessments allows the evaluation to achieve broader portfolio coverage and improve representativeness across project types and contexts, such as multi-country projects. This mixed approach strengthens the

[93] From 168 projects with an Excellent or Good score, only 18 (11%) had XSR available (should be based on proportion of completed and or closed projects). Therefore, this was not used as the first layer of sampling for NSOs. If an XSR was available for a project that had the relevant score and disbursement rate, it was considered. Or consider those with 75% disbursement.
[94] Assessing GEN IV projects, for example, which do not include any mention of gender or GEWE, would not provide any material with which to meaningfully evaluate the relevance, coherence, effectiveness, impact, efficiency, or sustainability of their GEWE aspects.

credibility of findings by triangulating insights from the deep dives with patterns identified across a larger set of projects.

Table 40 Distribution of in-depth and light-touch PPAs and data collection tools used.

Countries	In-depth	Data collection tools	Light	Data collection tools	Total
Morocco	3 (1 IDEV, 2 EY)	Desk review Interviews on-site FGDs Direct observations	1 (1 EY)	Desk review 1-2 Interviews with Task Managers and project and partner leads based on availability of stakeholders	4 (1 IDEV, 3 EY)
Burundi	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
Nigeria	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
South Africa	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
Rwanda	3 (1 IDEV, 2 EY)		1 (1 EY)		4 (1 IDEV, 3 EY)
Cameroon	2 (1 IDEV, 1 EY)		1 (1 IDEV)		3 (2 IDEV, 1 EY)
Ghana	0		2 (2 EY)		2 (2 EY)
Eritrea	3 (3 IDEV)		0		3 (3 IDEV)
Multi-countries	0		3 (3 IDEV)		3 (3 IDEV)
Total	20 (9 IDEV, 11 EY)		11 (4 IDEV, 7 EY)		31 (13 IDEV, 18 EY)

The PPA will involve a targeted review of 30 projects selected across the country and thematic case studies (20 will be performed by the consultant and 11 by IDEV):

- **20 in-depth PPAs** which will consist of desk review, interviews on-site, FGDs and observations from field missions (see case study approach for information on activities to be conducted during the field mission). Data collected and gathered will feed both the case study report and the PPA template.
    - The selection of projects for the in-depth PPAs will consist of two (for two countries: Cameroon and Tanzania) and three projects for the other countries visited (7 physical field missions).
    - Data collected on the ground will include:
        - Interviews with Bank staff and project stakeholders.
        - FGDs with beneficiaries.
        - Field visits to selected sites.
    - The approach will also allow to encompass a thematic approach by selecting projects that align with the thematic focus (Private sector, agriculture; cross-cutting issues related to youth, fragility, and inclusion).
    - The selection of PPAs will include completed or near completed projects to ensure lessons learned and good practices are captured.
    - The selection of projects will consider logistics inside the country (distance between projects, accessibility to reach projects, availability of stakeholders/beneficiaries).

- **11 light-touch PPAs** which will consist of desk review and 1-2 interviews with project and partner leads based on availability of stakeholders.
    - The selection of projects for the light-touch PPAs will consist of one or two projects (Cameroon and Tanzania) per field visit and three projects for the virtual collect (Ghana).

This approach will allow us to assess and analyze the operations with regards to GEWE at field level (through the in-depth PPA).

The PPAs will be structured around two similar but distinct templates (one for “in-depth” and one for “light-touch”) based on the evaluation matrix for the whole evaluation. The template for the “light-touch” PPAs is

a derivation of the "in-depth" PPA template but has been adapted to account for the more limited lines of evidence available to the evaluation team through documentary review only.

Template Structure

The PPAs will follow a similar format, covering the same numbers of evaluation questions. However, the difference between the two templates lies in the lines of evidence provided in each: the light-touch template will cover a selection of indicators to collect per evaluation question while the in-depth template will cover a broader range of indicators to allow for a deeper analysis.

Deliverables

Deliverables	Output	Timeline
Preliminary version of PPA	Light-touch template (based on a selection of indicators and exclusively fed with desktop review)	End of February / Mid-March (objective: having a 1st version of PPA before each field collect)
Final version of PPA	In-depth template, with data feeding the case studies as well.	Mid-June

Summary

	Desk review	**Interviews**	**Data from field mission**
Light touch PPA	Yes, from project documentation (e.g. PARs, supervision reports, and PCR/PCREN depending on the status of the project)	1-2 with project /partner lead, if possible	No
In-depth PPA	Yes, from project documentation (e.g. PARs, supervision reports, and PCR/PCREN depending on the status of the project)	Yes, during field mission	Yes, based on KIIs, FGD, direct observation

SCORING SCALE (1-4)
Rule of thumb across ESQs:

1	Unsatisfactory	Major shortcomings: criteria not met
2	Partly Unsatisfactory	Some criteria met; significant gaps remain
3	Satisfactory	Most criteria met; minor shortcomings
4	Highly Satisfactory	All or nearly all criteria fully met

Specific scoring guidance for ESQs

Relevance 1.2 *How do the Bank's gender interventions address the specific needs of girls and women in different contexts such as climate change, fragility, disaster, youth dynamics, digital transformation?*

1	Unsatisfactory	Little/no meaningful gender analysis; women/girls referenced only generally; activities not linked to gender gaps; context not considered; primarily participation counts or generic statements.
2	Partly Unsatisfactory	Some gender analysis/measures exist but are generic or weakly linked; limited subgroup specificity; context factors largely absent or superficial; transformative elements are minimal or asserted without clear pathway
3	Satisfactory	Gender analysis is present and relevant, and most measures are clearly linked to identified gaps, but one area is weaker (e.g., subgroup targeting is partial, or context factors are mentioned but not well operationalised, or linkage is not consistently explicit).
4	Highly Satisfactory	Evidence shows a strong, context-specific gender analysis and clear traceability into design: the PAR identifies key barriers and at least one specific subgroup; proposed measures clearly respond to those barriers (explicit linking text);

		relevant context factors (climate/fragility/digital/youth) are integrated; and the design goes beyond participation/access toward root causes (transformative domains)

Relevance 1.3 *What strengths and gaps in the design of past GEWE strategies and operations can inform the operationalization of more transformative and scalable approaches in the upcoming strategic cycle?*

1	Unsatisfactory	Design is not conducive to GEWE results: ToC/results logic unclear; minimal GEWE indicators; weak or absent stakeholder engagement; no gender risks/mitigation; categorisation appears unsupported.
2	Partly Unsatisfactory	Some design elements exist but important weaknesses reduce evaluability (e.g., weak ToC/results logic; limited GEWE indicators; unclear budget; limited stakeholder engagement; risks not meaningfully treated). Only some indicators are evidenced.
3	Satisfactory	Design is generally strong but has minor gaps (e.g., ToC exists but risk/assumptions thin; M&E mostly output-level; budget lines not fully explicit). Most indicators are evidenced
4	Highly Satisfactory	Design is evaluable and coherent across almost all indicators: clear GEWE results logic (ToC/results framework); targeted interventions and clear target groups; credible stakeholder engagement; M&E includes appropriate GEWE indicators (outputs and, where intended, outcomes); budget for gender components is evidenced; gender risks are identified with mitigation; and the project's gender categorisation aligns with the evidence.

Coherence 2.1*: To what extent is the project's design coherent with other Bank strategies, departments, complexes, and country portfolios, as well as national plans?*

1	Unsatisfactory	Alignment is not evidenced or appears inconsistent with strategies/plans.
2	Partly Unsatisfactory	Clear evidence of alignment with one dimension only; other alignments unclear/implicit.
3	Satisfactory	Clear evidence of alignment with two of the three; the third is weakly evidenced or missing.
4	Highly Satisfactory	Clear evidence of alignment with all three: Bank corporate priorities (High-5/TYS), Bank gender strategies/CSP GEWE priorities, and national plans/strategies

Coherence 2.2: *In what ways do the Bank's GEWE objectives and interventions complement and leverage the efforts of other actors at local, regional, and global levels to contribute to greater scale and results in RMCs? Which opportunities and partnerships have proved more strategic?*

1	Unsatisfactory	No meaningful evidence of coordination or partnerships beyond basic implementation arrangements.
2	Partly Unsatisfactory	Limited/ad hoc coordination; partnerships are generic, transactional, or not clearly linked to GEWE results.
3	Satisfactory	Some clear coordination/partnerships exist and are relevant, but evidence is not comprehensive (e.g., coordination noted but limited detail on how it functioned or contributed).
4	Highly Satisfactory	Evidence of strong coordination and strategic partnerships relevant to GEWE (e.g., joint programming/financing/supervision/policy dialogue; clear partner roles; partnerships with women's organisations/CSOs), indicating complementarity and reduced duplication

Effectiveness 3.1: *To what extent were the Bank's GEWE objectives and results achieved? What initiatives, tools and practices have best supported these efforts?*

1	Unsatisfactory	Outputs/outcomes barely achieved or unlikely; weak evidence; major factors not addressed.
2	Partly Unsatisfactory	Outputs/outcomes partly achieved; notable gaps or delays; factors identified but limited evidence of effective response.
3	Satisfactory	Outputs almost fully achieved/on track; outcomes (if intended) almost fully achieved/on track; some shortfalls but largely addressed.
4	Highly Satisfactory	Outputs are fully achieved or clearly on track; and where GEWE outcomes were intended, outcomes are fully achieved/on track. Evidence clearly identifies key enabling/hampering factors and shows responsive management.

Impact 4.1: *How has the AfDB contributed to changes in social norms, behaviours and practices and broader systemic changes that promote gender equality? To what extent did Bank's support succeed in reducing gender inequalities?*

1	Unsatisfactory	No evidence of higher-level effects (or evidence suggests no change/negative change).
2	Partly Unsatisfactory	Impact evidence is weak; mostly output/outcome reporting with limited insight into broader change; claims largely inferential.
3	Satisfactory	Some credible evidence of higher-level effects or early signs of systemic/norm change, but evidence is incomplete or still emerging.
4	Highly Satisfactory	Clear evidence of higher-level effects consistent with transformative change (enduring changes in norms/systems/institutions and/or meaningful reduction of gender disparities), beyond outputs/immediate outcomes.

Impact 4.2: *What unintended consequences are observed from the AfDB gender operations?*

1	Unsatisfactory	No consideration or evidence of unintended effects in available sources.
2	Partly Unsatisfactory	Only anecdotal/vague mention of unintended effects; limited supporting evidence.
3	Satisfactory	Some unintended effects documented, but evidence is partial or not systematically captured.
4	Highly Satisfactory	Unintended effects are explicitly identified and evidenced (positive and/or negative as relevant), with enough detail to judge significance.

Efficiency 5.1: *Are organisational structures and systems sufficient to support GEWE?*

1	Unsatisfactory	Arrangements largely absent; little evidence the project is operationally set up to mainstream GEWE.
2	Partly Unsatisfactory	Only some arrangements exist; roles/resourcing for GEWE unclear; tracking/reporting inconsistent.
3	Satisfactory	Most arrangements exist but one area is weaker (e.g., tracking is uneven or capacity plan lacks detail).
4	Highly Satisfactory	All/most arrangements are clearly documented and functioning: gender expertise is embedded in design and implementation; capacity-building plan exists; GEWE indicators are tracked in supervision/completion reporting; gender activities implemented as planned.

Efficiency 5.3: *Is the Bank efficient in generating GEWE outputs and outcomes through its interventions?*

1	Unsatisfactory	GEWE activities largely not implemented as planned and/or no evidence of responsiveness; major delivery constraints unaddressed.
2	Partly Unsatisfactory	Notable implementation difficulties affecting GEWE activities; limited adaptation; weak evidence of women's voice.

3	Satisfactory	Implementation mostly on track with some adaptation and some evidence women's voice was considered but not consistently documented.
4	Highly Satisfactory	Evidence shows GEWE activities delivered as planned with effective adaptation to challenges and clear consideration of women's voice in implementation/management/M&E.

Sustainability 6.1: *To what extent are achieved gender results and outcomes likely to be sustainable? (institutional, financial, ownerships, etc)*

1	Unsatisfactory	Evidence shows none or almost none of the four dimensions. There is no credible basis to expect continuation of GEWE results beyond AfDB support.
2	Partly Unsatisfactory	Evidence covers some dimensions (typically 1–2 of 4), or is largely generic (e.g., "government will continue" without showing financing/roles/systems). Sustainability is uncertain due to significant gaps in financing, institutionalisation, stakeholder ownership, or partnerships.
3	Satisfactory	Evidence is solid for most dimensions (typically 3 of 4), with only minor gaps (e.g., partnerships exist but are not well described; or financial arrangements are credible but not fully costed). Sustainability appears likely but not fully assured across all dimensions.
4	Highly Satisfactory	Recurrent costs for GEWE components are clearly covered post-project (e.g., budget/institutional financing identified). GEWE roles/procedures/capacities/reporting systems are embedded (institutionalised). Clear ownership/demand from key stakeholders and women beneficiaries (and men where relevant) have ongoing oversight roles. Partnerships are in place and positioned to maintain services/practices/reforms beyond project end.

Sustainability 6.2: *What are the major risks to sustainability?*

1	Unsatisfactory	No meaningful identification of sustainability risks and no mitigation measures proposed.
2	Partly Unsatisfactory	Risks are mentioned in generic terms and/or mitigation is vague, with weak linkage to sustaining GEWE outcomes.
3	Satisfactory	Risks and mitigation are present, but either (i) risk analysis is incomplete, or (ii) mitigation measures are not fully specified or only partially linked to GEWE sustainability.
4	Highly Satisfactory	Key risks to sustaining GEWE outcomes are clearly identified and paired with specific, credible mitigation measures that relate directly to continuation of benefits.

Project Identification

Project Name	
Country	
Thematic Case Study project (Y/N)	**If yes, highlight the theme**
Project type	
Project code	
Start date	
End date	
Approval date	
Project status	
Sector	
Sub-sector	
Public Sector (SO) or Private Sector (NSO)	
Executing Agency	
Source of financing	
Financial instrument (s)	
Net loan value (UA million)	
Total project cost	
Gender Marker Category	
Climate Screening Category (if available)	
Environmental Screening Category	
Project Appraisal Report (PAR) Yes / No	
Technical Annex (Yes / No)	
Gender Action Plan (Yes / No/NA)	
Other appraisal documents (Yes / No)	
Implementation Progress and Results Report (IPR Yes / No)	
Project completion (PCR)/ Expanded Supervision Report (XSR) Date/NA)	
XSR/PCR Evaluation Note (PCREN) Date/NA	
Mid Term review report (Yes / No)	

Summary Scores

Criteria / Sub-criteria	Score
1. RELEVANCE - To what extent is the Bank's policy and strategic framework well designed and relevant to the needs of the Bank, Regional Member Countries (RMCs), end beneficiaries, and the evolving development context?	
ESQ1.2 How do the Bank's gender interventions address the specific needs of girls and women in different contexts such as climate change, fragility, disaster, youth dynamics, digital transformation?	
ESQ1.3. What strengths and gaps in the design of past GEWE strategies and operations can inform the operationalization of more transformative and scalable approaches in the upcoming strategic cycle?	
2. COHERENCE - To what extent is the Bank's approach to gender equality and women's empowerment coherent across its strategic frameworks, interventions and partnerships to leverage and scale impact in its RMCs?	
ESQ2. 2. To what extent is the project's design coherent with other Bank strategies, departments, complexes, and country portfolios, as well as national plans?	
ESQ2.3. In what ways do the Bank's GEWE objectives and interventions complement and leverage the efforts of other actors at local, regional, and global levels to contribute to greater scale and results in RMCs? Which opportunities and partnerships have proved more strategic?	

3. EFFECTIVENESS - To what extent were the Bank's GEWE objectives and results achieved? What initiatives, tools and practices have best supported these efforts?	
ESQ3.1 Are the AfDB's gender interventions achieving their expected GEWE related results? What factors affected achievement of these results?	
4. IMPACT - How has the AfDB contributed to gender-transformative changes (e.g., changes in norms, structures, systems), and other intended or unintended consequences?	
ESQ4.1. How has the AfDB contributed to changes in social norms, behaviours and practices and broader systemic changes that promote gender equality? To what extent did Bank's support succeed in reducing gender inequalities?	
ESQ4.2. What unintended consequences are observed from the AfDB gender operations?	
5. EFFICIENCY - To what extent are the Bank's structures, systems and resources adequately designed and effectively utilised to support implementation of GEWE?	
ESQ5.1. Are organisational structures and systems sufficient to support GEWE?	
ESQ 5.3. Is the Bank efficient in generating GEWE outputs and outcomes through its interventions?	
6. SUSTAINABILITY	
ESQ 6.1. To what extent are achieved gender results and outcomes likely to be sustainable? (institutional, financial, ownerships, etc)	
ESQ6.2 What are the major risks to sustainability?	

Light-touch PPA template followed by in-depth PPA template:

EQ1: Relevance - To what extent is the Bank's policy and strategic framework well designed and relevant to the needs of the Bank, Regional Member Countries (RMCs), end beneficiaries, and the evolving development context?
ESQ1.2 How do the Bank's gender interventions address the specific needs of girls and women in different contexts such as climate change, fragility, disaster, youth dynamics, digital transformation?
Criteria/indicators Evidence and quality of gender analysis ❖ The PAR includes a gender analysis section or annex. ❖ The gender analysis explicitly mentions key barriers/inequalities for the target population from the list: (i) access to finance, capital, technology and markets; (ii) skills and employability gaps, (iii) disproportionate burden of unpaid care and domestic work; (iv) access to gender-responsive services, (v) discriminatory legal frameworks, institutional barriers and restrictive social norms that limiting women's economic autonomy, leadership, and decision-making power; (vi) GBV/SEA-SH and insecurity; (vii) disproportionate vulnerability of women to climate change, fragility, and economic shocks. ❖ The gender analysis names at least one specific target group beyond "women" and "girls" (e.g., adolescent girls, rural women, women with disabilities, women in informal economies, IDP women) Existence/quality of measures to address specific barriers faced by women and men. ❖ The PAR describes targeted interventions to address the specific gender equality barriers for the targeted population. ❖ The objectives and/or activities proposed in the PAR are informed by the gender gaps presented in the gender analysis and are specific to its context, where relevant (climate risks, fragility/context shocks, digital divide, youth). i. PAR explicitly links at least one activity/objective/output/outcome to a gender gap identified in the gender analysis (quote both) i. PAR explicitly references at least one context factor relevant to implementation (climate, fragility/shocks, digital divide, youth) Extent to which the project seeks transformative change. ❖ The project's activities/objectives/outputs/outcomes go beyond participation in the project itself to address the root causes of gender inequalities through the following domains: (i) formal institutions; (ii) informal institutions; (iii) agency; (iv) access & control over resources (according to the sector and nature of the project) 🕐 Overview indicator: Presence of GTC elements in design (Yes/No) 🕐 Existence of GT **outputs and indicators** in the project's results framework (Yes/No) (+ explanation in the assessment) 🕐 Presence of GT **outcomes and indicators** in the project's results framework (Yes/No) (+ explanation in the assessment) 🕐 Presence of **gender-transformative processes** within the project's design (e.g., activities, approaches, operation modalities, partnerships which are empowering and address gender biases, roles, power relations) (+ explanation in the assessment) *If any of the above observed, code by domain: FI (formal institutions), II (informal institutions), AG (agency), AR (access and control over resources)* 🕐 Is an **intersectional lens** applied to the above? (Yes/No) 🕐 Backlash/barriers to targeted GTC identified and mitigation measures are planned (Yes/No) *Guidance on applying criteria for transformative change:* ❖ ***Formal institutions*** *(laws, policies, regulations, institutional mechanisms): the project aims to contribute to legal reform, policy reform, institutional reform, or budget/resource allocation reform that strengthens gender equality in rules, enforcement, and institutional practice (e.g., mechanisms that make GEWE implementation routine within an institution, not optional)* ❖ ***Informal institutions*** *(social norms/practices shaping gender roles, identities, power relations): the project aims to contribute to shifts in norms, attitudes, or practices that constrain women's roles, mobility, safety, leadership, or economic participation, recognizing these as binding constraints on results* ❖ ***Agency*** *(decision-making, voice, leadership, collective action, mobility): the project aims to increase women's decision-making power, leadership, collective action, and/or safe mobility, with mechanisms that strengthen women's influence (not just their presence) in household, community, market, or institutional decisions.*

❖ ***Access & control over resources*** *(time, income, land/assets, services, information, skills/knowledge): the project aims to increase women's control over resources (e.g., decision-making over income/assets, time autonomy, autonomous use of services), not only access; evidence of control/decision authority should be explicit in the design logic.*

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

ESQ1.3. What strengths and gaps in the design of past GEWE strategies and operations can inform the operationalization of more transformative and scalable approaches in the upcoming strategic cycle?

Criteria/indicators

Quality of Theory of Change (ToC) and extent of addressing gender equality

- ❖ The PAR contains explicit objectives or intended outcomes addressing gender gaps in the project's results framework.
- ❖ The PAR describes targeted interventions to address gender inequalities.
- ❖ The project's objectives explicitly identify target groups in correspondence with target groups identified in gender strategies, CSP: PAR names ≥1 specific subgroup target" **AND** that subgroup is mentioned in CSP GEWE priorities or Gender Strategy priority population (upload-based).
- ❖ The PAR presents a ToC/results logic that explicitly links project activities and outputs to gender-related outcomes, and (where relevant) to longer-term GEWE impacts. These causal links are explained in narrative or reflected clearly in the results framework.

Documented evidence that women represent a fair share of people actively involved in project planning and implementation. Examples of evidence includes: (i) Stakeholder consultation list shows women participants; (ii) PAR describes consultation process explicitly involving women's groups; iii) Implementation arrangements include a women's group/representative structure.

Monitoring and evaluation arrangements

- ❖ The project's results framework includes at least one gender-specific indicators to track the intended GEWE **outcomes** (only consider in assessment and scoring if GEWE outcomes are intended/targeted)
- ❖ The project's results framework includes at least sex-disaggregated indicators to track **outputs** (male/female values or % target)
- ❖ Output and outcome targets are ambitious but realistic.

Budget Allocation

- ❖ A specific budget is allocated for gender-related components and activities. Evidence may include:

i. Dedicated budget line explicitly labelled gender/women/GEWE
i. Costed gender action plan
i. Budget table indicates costs for activities explicitly targeting women/girls.

Risk mitigation and management.

- ❖ The PAR contains a presentation or assessment of the risks or constraints to the achievement of GEWE-related outputs and/or outcomes (e.g. GBV/SEA-SH, backlash, workload, exclusion).
- ❖ PAR proposes a mitigation measure linked to that risk.

The Gender categorisation was correctly applied.

- ❖ (Based on above findings) – Classification of the project on the relevant scale (pre-GMS, GMS, ADOA)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

❖	❖	❖		

EQ2: Coherence – To what extent is the Bank's approach to gender equality and women's empowerment coherent across its strategic frameworks, interventions and partnerships to leverage and scale impact in its RMCs?

ESQ2. 2. To what extent is the project's GEWE-related design coherent with other Bank strategies, departments, complexes, and country portfolios, as well as national plans?

Criteria/indicators

- ❖ The project's objectives are aligned with Bank priorities (High-5 priority areas, TYS)
- ❖ The project's objectives are aligned with the applicable Bank Gender Strategies and CSP priorities on GEWE.
- ❖ The project's objectives are aligned with national priorities and strategies (as documented in documented national development plans/strategies)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

ESQ2.3. In what ways do the Bank's GEWE objectives and interventions complement and leverage the efforts of other actors at local, regional, and global levels to contribute to greater scale and results in RMCs? Which opportunities and partnerships have proved more strategic?

Criteria/indicators

Evidence of coordination with development partners

- ❖ Documentation of joint programming, financing, supervision, or policy dialogue with other agencies (local and international).

Project-level coordination

- ❖ Degree of documented collaboration among development partners during project design, implementation, and monitoring & evaluation (e.g., joint appraisal or evaluation missions).

Strategic partnerships

- ❖ Existence of documented partnerships formed to advance GEWE (e.g. with UN institutions, grassroots organizations and local CSOs).

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ3: Effectiveness – To what extent were the Bank's GEWE objectives and results achieved? What initiatives, tools and practices have best supported these efforts?

ESQ3. 2. Are the AfDB's gender interventions achieving their expected GEWE related results? What factors affected achievement of these results?

Criteria/indicators

Achieved outputs:

Presence of tangible and demonstrable outputs documented in supervision reports PCR/PCREN/XSR/XSREN (achieved/likely to be achieved vs expected), if available in project documentation and depending on the status of the project (e.g. closed, ongoing):

- ❖ Level achievement of GEWE outputs (percentage of outputs that are reached or are likely to reach the target expected at the end of the projects); main outputs achieved and not achieved (count as GEWE outputs only if indicator is sex-disaggregated / % women target / explicit women-girls reference)
- ❖ Number and type of beneficiaries (different groups of girls, women and boys).
- ❖ Extent to which outputs are achieved for other transversal dimensions, i.e., youth, environment and climate and resilience /reduced fragility, if documented

Achieved outcomes (to be considered in the assessment and scoring of effectiveness only if GEWE outcomes are intended/targeted)

- ❖ Presence of demonstrable gender equality outcomes, if intended, reported in project completion reports (see projects' logical frameworks) (Outcomes may include women's access to inputs/finance, women's productivity/income, women's market access, women-led enterprise performance, decision-making/agency, time savings)
- ❖ Extent to which outcomes are achieved for transversal dimensions, i.e., youth, environment and climate and resilience /reduced fragility, if documented

Factors that have affected achievement of outputs and outcomes

- ❖ Main factors that enabled/ hampered GEWE achievements (external and internal factors).
- ❖ Evidence that they have been addressed during the project (based on supervision reports)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ4: Impact – How has the AfDB contributed to gender-transformative changes (e.g., changes in norms, structures, systems), and other intended or unintended consequences?

ESQ4.1. How has the AfDB contributed to changes in social norms, behaviours and practices and broader systemic changes that promote gender equality? To what extent did Bank's support succeed in reducing gender inequalities?

Criteria/indicators

Evidence of transformative shifts that go beyond participation in the project itself to address the root causes of gender inequalities through the following domains: (i) formal institutions (laws, policies, regulations); (ii) informal institutions (social norms/practices shaping gender roles, identities, power relations); (iii) agency (decision-making, voice, leadership, collective action, mobility); (iv) access & control over resources (time, income, land/assets, services, information, skills/knowledge; control must be evidenced, not assumed).

- Evidence of **achievement of GTC outputs** (Y/N + explanation and source of information).
- Evidence of **contribution to GTC outcomes** (Y/N + explanation and source of information).
- Evidence of **gender-transformative processes** implemented (Y/N + explanation and source of information).

If any of the above observed, code by domain: FI (formal institutions), II (informal institutions), AG (agency), AR (access and control over resources)

- Tag **intersectionality dimensions** where specified (Y/NO + targeted dimensions (e.g. age, disability, location, etc.).

See guidance on the four dimensions of transformative change under ESQ1.2. Examples of possible indicators for such impacts include:

- ❖ Evidence of women's decision-making authority over economic resources increased in targeted areas (e.g. ability to sign contracts, negotiate financial terms, reduced reliance on intermediaries)
- ❖ Evidence of increase women's influence in governance/decision-making structures (e.g. evidence of meaningful influence in infrastructure/service management bodies)
- ❖ Evidence that barrier-removal measures in FIs / service planning / TVET systems are adopted as standard operating practice beyond the initial support unit/programme.
- ❖ Women reporting improved safety and autonomy in using AfDB-supported infrastructure / services and that their use has become socially normalised.
- ❖ Evidence of norm/behaviour shifts affecting women's roles in targeted settings (e.g. acceptance of women's leadership, mobility/service use, participation in non-traditional fields)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

ESQ4.2 What unintended consequences are observed from the AfDB gender operations?

Criteria/indicators

- ❖ Documented evidence of unintended positive consequences
- ❖ Documented evidence of unintended negative consequences that increase discrimination and exclusion of women or maintain the status quo

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ5: Efficiency – To what extent are the Bank's structures, systems and resources adequately designed and effectively utilised to support implementation of GEWE?

ESQ5.1. Are organisational structures and systems sufficient to support GEWE?

Criteria/indicators

Adequacy of project level arrangements for gender mainstreaming (documented only)

- ❖ Presence of gender specialist(s) or gender officer in the project appraisal team
- ❖ Presence of gender specialist(s) in the project implementation unit
- ❖ Existence of a plan in project documentation for capacity building on gender for project staff and other implementing partners. Acceptable evidence can include, for instance, gender/GBV sensitisation training)
- ❖ Extent to which gender indicators are tracked through supervision and completion reports.
- ❖ Evidence that the budget for gender components (if allocated) was adequate with the GEWE ambitions

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

ESQ 5.3. Is the Bank efficient in generating GEWE outputs and outcomes through its interventions?				
Criteria/indicators ❖ Documented evidence that GEWE-related project activities were implemented as planned. ❖ Documented evidence that the project was able to adapt GEWE related activities, outcomes and approached to emerging needs / shifts and other challenges were encountered in implementing these components				
Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ 6. Sustainability – To what extent are Bank's gender mainstreaming efforts and results sustainable or likely to be sustained? What are key risks to continuation of achieved benefits?				
ESQ 6.1. To what extent are achieved gender results and outcomes likely to be sustainable? (institutional, financial, ownerships, partnerships)				
Criteria/indicators Financial ❖ Evidence that the project has defined how recurrent costs will be financed after AfDB support ends (e.g. budget allocation, institutional financing), specifically for GEWE-related components (e.g. ongoing training, GBV referral systems, maintenance of gender-responsive service features) Institutional ❖ Evidence that roles, responsibilities, capacities, and procedures for sustaining GEWE results are embedded in implementing structures (e.g. operational procedures, institutionalised training, reporting systems for gender-responsive data) Ownership ❖ Evidence of ownership and demand for continuation of GEWE results from relevant stakeholders including implementers, ministries, service providers, women's organisations) ❖ Evidence that female beneficiaries (as well as men where relevant) have roles in ongoing supervision structures that influence the continuation of GEWE results. Partnerships ❖ Evidence of partnerships (government agencies, civil society/women's organisations, private sector, service providers, other DPs) that are positioned to maintain GEWE services, practices, or reforms beyond project end.				
Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Source*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

ESQ6.2 What are the major risks to sustainability?				
Criteria/indicators ❖ Project documentation identifies the risks that have affected or may affect the sustainability of GEWE outcomes. ❖ Project documentation proposes mitigation measures to address the sustainability risks identified				
Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

In-depth template:

EQ1: Relevance - To what extent is the Bank's policy and strategic framework well designed and relevant to the needs of the Bank, Regional Member Countries (RMCs), end beneficiaries, and the evolving development context?

ESQ1.2 How do the Bank's gender interventions address the specific needs of girls and women in different contexts such as climate change, fragility, disaster, youth dynamics, digital transformation?

Criteria/indicators

Evidence and quality of gender analysis

- ❖ The PAR includes a gender analysis section or annex.
- ❖ The gender analysis explicitly mentions key barriers/inequalities for the target population from the list: (i) access to finance, capital, technology and markets; (ii) skills and employability gaps, (iii) disproportionate burden of unpaid care and domestic work; (iv) access to gender-responsive services, (v) discriminatory legal frameworks, institutional barriers and restrictive social norms that limiting women's economic autonomy, leadership, and decision-making power; (vi) GBV/SEA-SH and insecurity; (vii) disproportionate vulnerability of women to climate change, fragility, and economic shocks.
- ❖ The gender analysis names at least one specific target group beyond "women" and "girls" (e.g., adolescent girls, rural women, women with disabilities, women in informal economies, IDP women)

Existence/quality of measures to address specific barriers faced by women and men.

- ❖ The PAR describes targeted interventions to address the specific gender equality barriers for the targeted population.
- ❖ The objectives and/or activities proposed in the PAR are informed by the gender gaps presented in the gender analysis and are specific to its context, where relevant (climate risks, fragility/context shocks, digital divide, youth).

i. PAR explicitly links at least one activity/objective/output/outcome to a gender gap identified in the gender analysis (quote both)

i. PAR explicitly references at least one context factor relevant to implementation (climate, fragility/shocks, digital divide, youth)

Extent to which the project seeks transformative change in its design.

- ❖ The project's activities/objectives/outputs/outcomes go beyond participation in the project itself to address the root causes of gender inequalities through the following domains: (i) formal institutions; (ii) informal institutions; (iii) agency; (iv) access & control over resources (according to the sector and nature of the project)
  - 🕐 Overview indicator: Presence of GTC elements in design (Yes/No)
  - 🗃 Existence of GT **outputs and indicators** in the project's results framework (Yes/No) (+ explanation in the assessment)
  - 🗃 Presence of GT **outcomes and indicators** in the project's results framework (Yes/No) (+ explanation in the assessment)
  - 🗃 Presence of **gender-transformative processes** within the project's design (e.g., activities, approaches, operation modalities, partnerships which are empowering and address gender biases, roles, power relations) (+ explanation in the assessment)

If any of the above observed, code by domain: FI (formal institutions), II (informal institutions), AG (agency), AR (access and control over resources)

- 🕐 Is an **intersectional lens** applied to the above? (Yes/No)
- 🕐 Backlash/barriers to targeted GTC identified and mitigation measures are planned (Yes/No)

Guidance on applying criteria for transformative change:

- ***Formal institutions*** *(laws, policies, regulations, institutional mechanisms): the project aims to contribute to legal reform, policy reform, institutional reform, or budget/resource allocation reform that strengthens gender equality in rules, enforcement, and institutional practice (e.g., mechanisms that make GEWE implementation routine within an institution, not optional)*
- ***Informal institutions*** *(social norms/practices shaping gender roles, identities, power relations): the project aims to contribute to shifts in norms, attitudes, or practices that constrain women's roles, mobility, safety, leadership, or economic participation, recognizing these as binding constraints on results*
- ***Agency*** *(decision-making, voice, leadership, collective action, mobility): the project aims to increase women's decision-making power, leadership, collective action, and/or safe mobility, with mechanisms that strengthen women's influence (not just their presence) in household, community, market, or institutional decisions.*

- ***Access & control over resources*** *(time, income, land/assets, services, information, skills/knowledge): the project aims to increase women's control over resources (e.g., decision-making over income/assets, time autonomy, autonomous use of services), not only access; evidence of control/decision authority should be explicit in the design logic.*

Perceptions on relevance of interventions

- ❖ Beneficiary perceptions of relevance of interventions in addressing their needs, aspirations, and constraints
- ❖ Government and CSO perceptions on whether the intervention addressed priority needs

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

ESQ1.3. What strengths and gaps in the design of past GEWE strategies and operations can inform the operationalization of more transformative and scalable approaches in the upcoming strategic cycle?

Criteria/indicators

Quality of Theory of Change (ToC) and extent of addressing gender equality

- ❖ The PAR contains explicit objectives or intended outcomes addressing gender gaps in the project's results framework.
- ❖ The PAR describes targeted interventions to address gender inequalities.
- ❖ The project's objectives explicitly identify target groups in correspondence with target groups identified in gender strategies, CSP: PAR names ≥1 specific subgroup target" **AND** that subgroup is mentioned in CSP GEWE priorities or Gender Strategy priority population (upload-based).
- ❖ The PAR presents a ToC/results logic that explicitly links project activities and outputs to gender-related outcomes, and (where relevant) to longer-term GEWE impacts. These causal links are explained in narrative or reflected clearly in the results framework.

Documented evidence that women represent a fair share of people actively involved in project planning and implementation. Examples of evidence includes: (i) Stakeholder consultation list shows women participants; (ii) PAR describes consultation process explicitly involving women's groups; iii) Implementation arrangements include a women's group/representative structure.

Monitoring and evaluation arrangements

- ❖ The project's results framework includes at least one gender-specific indicators to track the intended GEWE **outcomes** (only consider in assessment and scoring if GEWE outcomes are intended/targeted)
- ❖ The project's results framework includes at least sex-disaggregated indicators to track **outputs** (male/female values or % target)
- ❖ Output and outcome targets are ambitious but realistic.

Budget Allocation

- ❖ A specific budget is allocated for gender-related components and activities for the case of integrated projects. Evidence may include:

i. Dedicated budget line explicitly labelled gender/women/GEWE
i. Costed gender action plan
i. Budget table indicates costs for activities explicitly targeting women/girls.

Risk mitigation and management.

- ❖ The PAR contains a presentation or assessment of the risks or constraints to the achievement of GEWE-related outputs and/or outcomes (e.g. GBV/SEA-SH, backlash, workload, exclusion).
- ❖ PAR proposes a mitigation measure linked to that risk.

The Gender categorisation was correctly applied.

- ❖ (Based on above findings) – Classification of the project on the relevant scale (pre-GMS, GMS, ADOA)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ2: Coherence – To what extent is the Bank's approach to gender equality and women's empowerment coherent across its strategic frameworks, interventions and partnerships to leverage and scale impact in its RMCs?

ESQ2.1 To what extent is the project's GEWE-related design coherent with other Bank strategies, departments, complexes, and country portfolios, as well as national plans?

Criteria/indicators

- ❖ The project's objectives are aligned with Bank priorities (High-5 priority areas, TYS)
- ❖ The project's objectives are aligned with the applicable Bank Gender Strategies and CSP priorities on GEWE.
- ❖ The project's objectives are aligned with national priorities and strategies (as documented in documented national development plans/strategies)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

ESQ2.2. In what ways do the Bank's GEWE objectives and interventions complement and leverage the efforts of other actors at local, regional, and global levels to contribute to greater scale and results in RMCs? Which opportunities and partnerships have proved more strategic?

Criteria/indicators

Evidence of coordination with development partners

- ❖ Documentation or reported evidence of joint programming, financing, supervision, or policy dialogue with other agencies (local and international).

Project-level coordination

- ❖ Degree of documented or reported collaboration among development partners during project design, implementation, and monitoring & evaluation (e.g., joint appraisal or evaluation missions).

Strategic partnerships

- ❖ Existence of documented or reported partnerships formed to advance GEWE (e.g. with UN institutions, grassroots organizations and local CSOs).

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ3: Effectiveness – To what extent were the Bank's GEWE objectives and results achieved? What initiatives, tools and practices have best supported these efforts?

ESQ3. 2. Are the AfDB's gender interventions achieving their expected GEWE related results? What factors affected achievement of these results?

Criteria/indicators

Achieved outputs:

Presence of tangible and demonstrable outputs documented in supervision reports PCR/PCREN/XSR/XSREN (achieved/likely to be achieved vs expected), if available in project documentation and depending on the status of the project (e.g. closed, ongoing):

- ❖ Level achievement of GEWE outputs (percentage of outputs that are reached or are likely to reach the target expected at the end of the projects); main outputs achieved and not achieved (count as GEWE outputs only if indicator is sex-disaggregated / % women target / explicit women-girls reference)
- ❖ Number and type of beneficiaries (different groups of girls, women and boys).
- ❖ Extent to which outputs are achieved for other transversal dimensions, i.e., youth, environment and climate and resilience /reduced fragility, if documented

Achieved outcomes (to be considered in the assessment and scoring of effectiveness only if GEWE outcomes are intended/targeted)

- ❖ Presence of demonstrable gender equality outcomes, if intended, reported in project completion reports (see projects' logical frameworks) (Outcomes may include women's access to inputs/finance, women's

productivity/income, women's market access, women-led enterprise performance, decision-making/agency, time savings)

- ❖ Extent to which outcomes are achieved for transversal dimensions, i.e., youth, environment and climate and resilience /reduced fragility, if documented

Factors that have affected achievement of outputs and outcomes

- ❖ Main factors that enabled/ hampered GEWE achievements (external and internal factors).
- ❖ Evidence that they have been addressed during the project (based on supervision reports)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ4: Impact – How has the AfDB contributed to gender-transformative changes (e.g., changes in norms, structures, systems), and other intended or unintended consequences?

ESQ4.1. How has the AfDB contributed to changes in social norms, behaviours and practices and broader systemic changes that promote gender equality? To what extent did Bank's support succeed in reducing gender inequalities?

Criteria/indicators

Evidence of transformative shifts that go beyond participation in the project itself to address the root causes of gender inequalities through the following domains: (i) formal institutions (laws, policies, regulations); (ii) informal institutions (social norms/practices shaping gender roles, identities, power relations); (iii) agency (decision-making, voice, leadership, collective action, mobility); (iv) access & control over resources (time, income, land/assets, services, information, skills/knowledge; control must be evidenced, not assumed).

- Evidence of **achievement of GTC outputs** (Y/N + explanation and source of information).
- Evidence of **contribution to GTC outcomes** (Y/N + explanation and source of information).
- Evidence of **gender-transformative processes** implemented (Y/N + explanation and source of information).

If any of the above observed, code by domain: FI (formal institutions), II (informal institutions), AG (agency), AR (access and control over resources)

- Tag **intersectionality dimensions** where specified (Y/NO + targeted dimensions (e.g. age, disability, location, etc.).

See guidance on the four dimensions of transformative change under ESQ1.2. Examples of possible indicators for such impacts include:

- ❖ Evidence of women's decision-making authority over economic resources increased in targeted areas (e.g. ability to sign contracts, negotiate financial terms, reduced reliance on intermediaries)
- ❖ Evidence of increase women's influence in governance/decision-making structures (e.g. evidence of meaningful influence in infrastructure/service management bodies)
- ❖ Evidence that barrier-removal measures in FIs / service planning / TVET systems are adopted as standard operating practice beyond the initial support unit/programme.
- ❖ Women reporting improved safety and autonomy in using AfDB-supported infrastructure / services and that their use has become socially normalised.
- ❖ Evidence of norm/behaviour shifts affecting women's roles in targeted settings (e.g. acceptance of women's leadership, mobility/service use, participation in non-traditional fields)

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

ESQ4.2 What unintended consequences are observed from the AfDB gender operations?

Criteria/indicators

- ❖ Documented evidence of unintended positive consequences
- ❖ Documented evidence of unintended negative consequences that increase discrimination and exclusion of women or maintain the status quo

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ5: Efficiency – To what extent are the Bank's structures, systems and resources adequately designed and effectively utilised to support implementation of GEWE?

ESQ5.1. Are organisational structures and systems sufficient to support GEWE?

Criteria/indicators

Adequacy of project level arrangements for gender mainstreaming (documented only)

- ❖ Presence of gender specialist(s) or gender officer in the project appraisal team
- ❖ Presence of gender specialist(s) in the project implementation unit
- ❖ Existence of a plan in project documentation for capacity building on gender for project staff and other implementing partners. Acceptable evidence can include, for instance, gender/GBV sensitisation training)
- ❖ Extent to which gender indicators are tracked through supervision and completion reports.
- ❖ Evidence that the budget for gender components (if allocated) was adequate with the GEWE ambitions

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

ESQ 5.3. Is the Bank efficient in generating GEWE outputs and outcomes through its interventions?

Criteria/indicators

- ❖ Documented evidence that GEWE-related project activities were implemented as planned.
- ❖ Documented evidence that the project was able to adapt GEWE related activities, outcomes and approached to emerging needs / shifts and other challenges were encountered in implementing these components

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		
❖	❖	❖		

EQ 6. Sustainability – To what extent are Bank's gender mainstreaming efforts and results sustainable or likely to be sustained? What are key risks to continuation of achieved benefits?

ESQ 6.1. To what extent are achieved gender results and outcomes likely to be sustainable? (institutional, financial, ownerships, partnerships)

Criteria/indicators

Financial

- ❖ Evidence that the project has defined how recurrent costs will be financed after AfDB support ends (e.g. budget allocation, institutional financing), specifically for GEWE-related components (e.g. ongoing training, GBV referral systems, maintenance of gender-responsive service features)

Institutional

- ❖ Evidence that roles, responsibilities, capacities, and procedures for sustaining GEWE results are embedded in implementing structures (e.g. operational procedures, institutionalised training, reporting systems for gender-responsive data)

Ownership

- ❖ Evidence of ownership and demand for continuation of GEWE results from relevant stakeholders including implementers, ministries, service providers, women's organisations)

❖ Evidence that female beneficiaries (as well as men where relevant) have roles in ongoing supervision structures that influence the continuation of GEWE results.

Partnerships

❖ Evidence of partnerships (government agencies, civil society/women's organisations, private sector, service providers, other DPs) that are positioned to maintain GEWE services, practices, or reforms beyond project end.

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Source*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

ESQ6.2 What are the major risks to sustainability?

Criteria/indicators

❖ Project documentation identifies the risks that have affected or may affect the sustainability of GEWE outcomes.

❖ Project documentation proposes mitigation measures to address the sustainability risks identified

Source evidence (copy/paste paragraph/data)			*Assessment (brief, evidence based)*	*Score*
Design evidence (PAR)	*Implementation evidence (PCR/supervision)*	*Impact evidence (if available)*		

Annex 9: Rating Scale for the Evaluation

As per IDEV's Evaluation Manual, the team will use a rating scale for the different evaluation criteria. The team will apply a four-point rating scale across each OECD/DAC international development evaluation criteria (Relevance, Coherence, Effectiveness, Efficiency, and Sustainability). The rating scales can be generalized as follows:

- **4 = Highly satisfactory**: The intervention fully meets or exceeds expectations across all key dimensions of the criterion. Evidence shows strong alignment with objectives, robust design, and minimal or no shortcomings. Performance is exemplary and likely to be sustained.
- **3 = Satisfactory**: The intervention meets most expectations with only minor shortcomings (achievements are between ~70% and 100% of targets/objectives). Objectives are largely achieved, design and implementation are generally sound, and benefits are likely to continue. Performance is solid but not outstanding.
- **2 = Partly Unsatisfactory**: The intervention meets some expectations but has significant shortcomings (achievements are between ~40% and 70% of targets/objectives). Objectives are only partly achieved, design or implementation shows notable weaknesses, and sustainability or efficiency is uncertain. Improvements are needed.
- **1 = Unsatisfactory**: The intervention fails to meet expectations (achievements are below 40% of targets/objectives). Objectives are largely unmet, design and implementation are poor, and benefits are unlikely to continue. Major weaknesses undermine overall performance.

These ratings assess the quality and performance of interventions across multiple dimensions, which are outlined in the table below, followed by definitions of each score for each evaluation criterion.

Criterion	Key Dimensions to Consider
Relevance	(a) AFDB's strategy and programming framework relevance to evolving GEWE needs and context (b) Quality of design of gender strategies and projects in support of GEWE (c) GEWE responsiveness of AFDB's operations' design (beyond women's participation)
Coherence	(a) Coherence between AfDB strategies, systems, and portfolios (b) Internal coordination mechanisms on GEWE are in place and creating synergies (c) External coherence with RMC policies/strategies, global commitments, and with development partners (including evidence of strategic partnerships through active donor coordination and joint initiatives)
Effectiveness	(a) Extent of achievement of targeted GEWE objectives, outputs and outcomes at strategy, country and selected sectors (b) Extent of achievement t of targeted GEWE outcomes by Pillar of the ToC (c) Extent of achievement of targeted GEWE outputs and intermediate outcomes at project level
Efficiency	(a) Adequacy of the Bank's institutional systems and resources to support GEWE implementation (b) Operational efficiency to implement GEWE components at project level
Sustainability	(a) Institutionalisation and capacity for continuation of GEWE results (b) Financial sustainability of GEWE interventions and results (c) Ownership and sustainability of partnerships to maintain and scale GEWE outcomes (d) Sustained changes in social norms and GEWE structural barriers

Relevance: *To what extent is the Bank's Gender policy and strategic framework well designed and relevant to the needs of the Bank, Regional Member Countries (RMCs), end beneficiaries, and the evolving development context?*

1	Unsatisfactory	• GEWE strategies and programming are poorly aligned with the Bank, RMCs, and beneficiaries' needs in evolving contexts, providing limited operational clarity. • Gender strategies, CSPs and project designs show minimal responsiveness to structural drivers of inequality, with absent or unclear results pathways and little evidence of feasible mechanisms to achieve GEWE results. • At project level, GEWE elements are poorly specified, with little or no evidence of gender analysis or credible pathways to outcomes.
2	Partly Unsatisfactory	• GEWE strategies and programming reflect some relevant priorities but only partially respond to key contextual and structural drivers of inequality, resulting in uneven alignment with Bank and beneficiary needs. • Gender strategies, CSPs and project designs include limited gender analysis and weak articulation of GEWE objectives, results, and implementation approaches. Results are often broad and lack clearly defined pathways or indicators.
3	Satisfactory	• GEWE strategies and programming are broadly relevant and generally responsive to key contextual and structural drivers of inequality, though emerging issues are not addressed consistently across contexts. • Gender and country strategies are aligned with Bank and RMC priorities but show some limitations in adapting to changing contexts. • Designs of gender strategies, CSPs and strategies and projects are often informed by gender analysis and articulate plausible theories of change and results pathways, though depth, consistency, and operational translation into design choices (activities, budgets, indicators, resource requirements) vary.
4	Highly Satisfactory	• GEWE strategies and programming are fully aligned with evolving contextual and structural drivers of inequality and clearly reflect Bank, RMC, and beneficiary needs, providing strong operational clarity. • Gender strategies, CSPs and project designs are consistently grounded in robust gender analysis, translating identified constraints into credible theories of change with explicit GEWE outputs and or outcomes. • Results pathways, monitoring frameworks, adaptation mechanisms and implementation arrangements / resources are clearly defined, enabling effective implementation and responsiveness to evolving contexts.

Coherence: *To what extent is the Bank's approach to gender equality and women's empowerment coherent across its strategic frameworks, interventions and partnerships to leverage and scale impact in its RMCs?*

1	Unsatisfactory	• GEWE objectives, tools and implementation approaches diverge with AfDB high-level, sectoral, and country/regional strategies, with duplication, contradictions, or disconnected efforts across complexes and departments. • There is little evidence of effective coordination mechanisms to support GEWE as a cross-cutting priority, and synergies across portfolios are minimal or absent. • Weak complementarity with other AfDB/partner initiatives at country or global level, and partnerships are ad hoc or insufficiently aligned to deliver cumulative or scaled results.
2	Partly Unsatisfactory	• GEWE objectives and tools show only partial alignment with AfDB high-level, sectoral and country/regional strategies, and linkages across

		strategies, departments and portfolios are unclear or inconsistently applied, creating fragmentation and missed opportunities. • Coordination mechanisms within the Bank exist but are weak or sporadic, so GEWE is not reliably treated as a cross-cutting priority across complexes. • At country or global level, the Bank's interventions often operate with limited complementarity to other partner efforts, and partnerships are present but not used in a consistently strategic way to increase impact or avoid duplication.
3	Satisfactory	• GEWE strategy objectives and tools are broadly aligned with AfDB high-level, sectoral, and country/regional strategies with some linkages evident but not consistently operationalised across complexes and departments. • Coordination mechanisms within the Bank exist, but they function unevenly, resulting in partial synergies across portfolios and only occasional reinforcement between interventions. • At country or global level, complementarity with other AfDB/partner interventions is present in several cases, but partnerships are not always leveraged strategically for scale or sustained impact.
4	Highly Satisfactory	• GEWE strategy objectives and tools are aligned and complementary with other high-level, sectoral, and country/regional AfDB strategies, avoiding duplication and demonstrating linkages. • Clear coordination mechanisms support GEWE as a cross-cutting priority across Bank complexes and departments, including through synergies among interventions at the project level. • At country or global level, complementarity with other AfDB/partner interventions is operational and wide, and partnerships are used strategically to increase impact.

Effectiveness: *To what extent were the Bank's GEWE objectives and results achieved? What initiatives, tools and practices have best supported these efforts?*

1	Unsatisfactory	• Across strategy, country and elected sectors, intended GEWE outputs and outcomes were not met (below 40%). • At project level, sampled interventions did not deliver their intended GEWE outputs and outcomes (less than 40% met).
2	Partly Unsatisfactory	• Across strategy, country and selected sectors, AfDB support only partially achieved intended outputs and outcomes (above 40%). • Outputs and outcomes are not clearly evident along the evaluation's main pathways (e.g., access to finance/markets, skills/jobs, gender-responsive infrastructure/services) and achievement of enabling changes is limited (e.g., strengthened capacity and use of gender data and tools). • At project level, sampled interventions met over 40% of the intended GEWE outputs and outcomes,
3	Satisfactory	• Across strategy, country and selected sectors, AfDB support demonstrably achieves most of intended GEWE outputs and outcomes (over 75%). • Main outputs and outcomes are visible along the evaluation's main pathways (e.g., access to finance/markets, skills/jobs, gender-responsive infrastructure/services) and are at least partially supported by enabling changes where relevant (e.g., strengthened capacity and use of gender data and tools). • At project level, most sampled interventions deliver the majority of their intended GEWE outputs and outcomes (over 75%)

4	Highly Satisfactory	• Across strategy, country and selected sectors, AfDB support demonstrably achieved all its intended GEWE outputs and outcomes. • Outputs and outcomes are visible along the evaluation's main pathways (e.g., access to finance/markets, skills/jobs, gender-responsive infrastructure/services) and are supported by enabling changes where relevant (e.g., strengthened capacity and use of gender data and tools). • At project level, sampled interventions fully achieved their intended GEWE outputs and outcomes.

Efficiency: *To what extent are the Bank's structures, systems and resources adequately designed and effectively utilised to support implementation of GEWE?*

1	Unsatisfactory	• Institutional systems for GEWE are inadequate and constrain delivery, with major weaknesses in the arrangements and resources needed to implement, monitor and manage GEWE support effectively. • At project level, severe inefficiencies and delays dominate, specific resources are inadequate and poorly converted into results, and implementation weaknesses substantially undermine performance.
2	Partly Unsatisfactory	• Institutional systems only partly support GEWE implementation, with significant inefficiencies in resourcing, coordination, monitoring or operational processes that reduce delivery quality and timeliness. • Delays and implementation frictions at the project level are frequent, and GEWE components are inconsistently resourced and delivered as planned.
3	Satisfactory	• Institutional systems generally support GEWE implementation, but inefficiencies are evident (for example, uneven application of tools or variable monitoring practices), which moderately affect delivery. • At project level, some delays or operational frictions occur, but GEWE activities and outputs are broadly delivered, and inefficiencies do not fundamentally prevent results in many cases.
4	Highly Satisfactory	• Institutional arrangements for GEWE are fit for purpose and effectively used, with adequate systems, resources tools and capacities supporting timely delivery. • Systems in place at project level ensuring that GEWE components are delivered with minimal delays and resources are adequate and used effectively to achieve intended results.

Sustainability: *How sustainable are the Bank's gender mainstreaming interventions and results?*

1	Unsatisfactory	• The Bank and borrowers (RMCs / Private sector organisations) have not established institutional systems or capacities to sustain GEWE interventions; continuation of benefits after completion is unlikely. • No mechanisms are in place to ensure financial or economic sustainability. • Stakeholder engagement is absent or ineffective, with no ownership among beneficiaries and no partnerships to support continuity or scaling. • Project interventions show no evidence of contributing to changes in social norms or addressing structural barriers.
2	Partly Unsatisfactory	• Limited efforts have been made to build institutional capacity for GEWE, but these are fragmented and insufficient to sustain results; systems remain weak and continuity is uncertain. • Some financial sustainability mechanisms exist but are inadequate and subject to significant risks.

		• Stakeholder engagement is limited, with weak ownership among beneficiaries and few or no effective partnerships to sustain benefits. • Project interventions show partial or indirect contributions to changes in social norms or structural barriers.
3	Satisfactory	• The Bank and borrowers (RMCs / Private sector organisations) have made substantial contributions to strengthening institutional capacities for GEWE, supporting the likely continuation of results, although important gaps remain. • Financial sustainability mechanisms are largely in place and generally adequate, though some risks persist. • Stakeholder engagement is generally effective, with most key stakeholders involved and a reasonable degree of ownership; partnerships are established but vary in strength and coverage. • Many project interventions contribute to meaningful changes in social norms and/or the reduction of GEWE structural barriers, though depth and sustainability vary.
4	Highly Satisfactory	• The Bank and borrowers (RMCs / Private sector organisations) have fully institutionalized GEWE capacities, with strong, embedded systems and policies, which ensure sustained delivery and scaling of results beyond project completion. • Robust financial and economic mechanisms are in place to sustain and scale GEWE interventions, with negligible risks. • Stakeholder engagement is systematic and inclusive with strong ownership across beneficiaries and institutions. Strategic, long-term partnerships are firmly embedded and actively support continued delivery, learning, and scaling of GEWE results. • Project interventions consistently lead to significant, measurable, and sustained changes in social norms and structural barriers, with evidence that these changes are institutionally anchored and likely to endure over time.

Annex 10: Report Outlines

Policy and benchmarking report

1. Abbreviations and Acronyms
2. Introduction
2.1 Purpose and objectives of the report
2.2 Scope of the report
2.3 Structure and content of this report
3. Methodological approach
3.1 Approach and data collection tools used
3.2 Analysis limitations, challenges and mitigation measures taken
4. Analysis and Findings
4.1 Key findings
4.2 [Relevance] Design of GEWE interventions
4.3 [Coherence/Efficiency] Internal and external gender architecture
4.4 [Relevance] Monitoring and reporting of GEWE interventions
4.5 [Effectiveness] Process effectiveness
4.6 [Sustainability] Sustainability of GEWE interventions
5. Annexes
5.1 Desk review
5.2 Interviews carried out

Country Case Studies Report

1. Introduction
1.1 Objectives of the evaluation
1.2 Scope of the evaluation
1.3 Objectives of the country case study and of this country case study report
2. Overall background to GEWE relevant for the case study
3. Methodology
3.1 Country case study selection
3.2 Work undertaken for the Case Study Report
3.3 Methodological approach
3.4 Evaluations limitations, challenges and mitigations measures
4. Key findings of the Case Studies Report

4.1 Relevance

4.2 Coherence

4.3 Efficiency

4.4 Effectiveness

4.5 Impact

4.6 Sustainability

4.7 Conclusion, lessons learned

5. Annexes

5.1 List of Interviews

5.2 Interview guides

5.3 Documents cited in the report

Thematic Case Studies Report

1. Introduction

1.1 Objectives of the evaluation

1.2 Scope of the evaluation

1.3 Objectives of the thematic case study and of this thematic case study report

2. Overall background to GEWE relevant for the case study

3. Methodology

3.1 Thematic case study selection

3.2 Work undertaken for the Case Study Report

3.3 Methodological approach

3.4 Evaluations limitations, challenges and mitigations measures

4. Key findings of the Thematic Case Study Report

4.1 Relevance

4.2 Coherence

4.3 Efficiency

4.4 Effectiveness

4.5 Impact

4.6 Sustainability

4.7 Conclusion, lessons learned

5. Annexes

5.1 List of Interviews

5.2 Interview guides

5.3 Documents cited in the report

Technical Report

ACKNOWLEDGEMENTS

ABBREVIATIONS AND ACRONYMS

EXECUTIVE SUMMARY

1 INTRODUCTION

1.1 Context of the evaluation

1.2 Objectives and scope

1.3 Structure and content of the Technical Report

2 BACKGROUND

2.1 Background and context

2.2 GEWE Portfolio Analysis

3 METHODOLOGICAL APPROACH

3.1 Evaluative approach and methodology

3.2 Limitations, challenges, and mitigation measures

4 EVALUATION FINDINGS (By Criteria)

4.1 Relevance

4.2 Coherence

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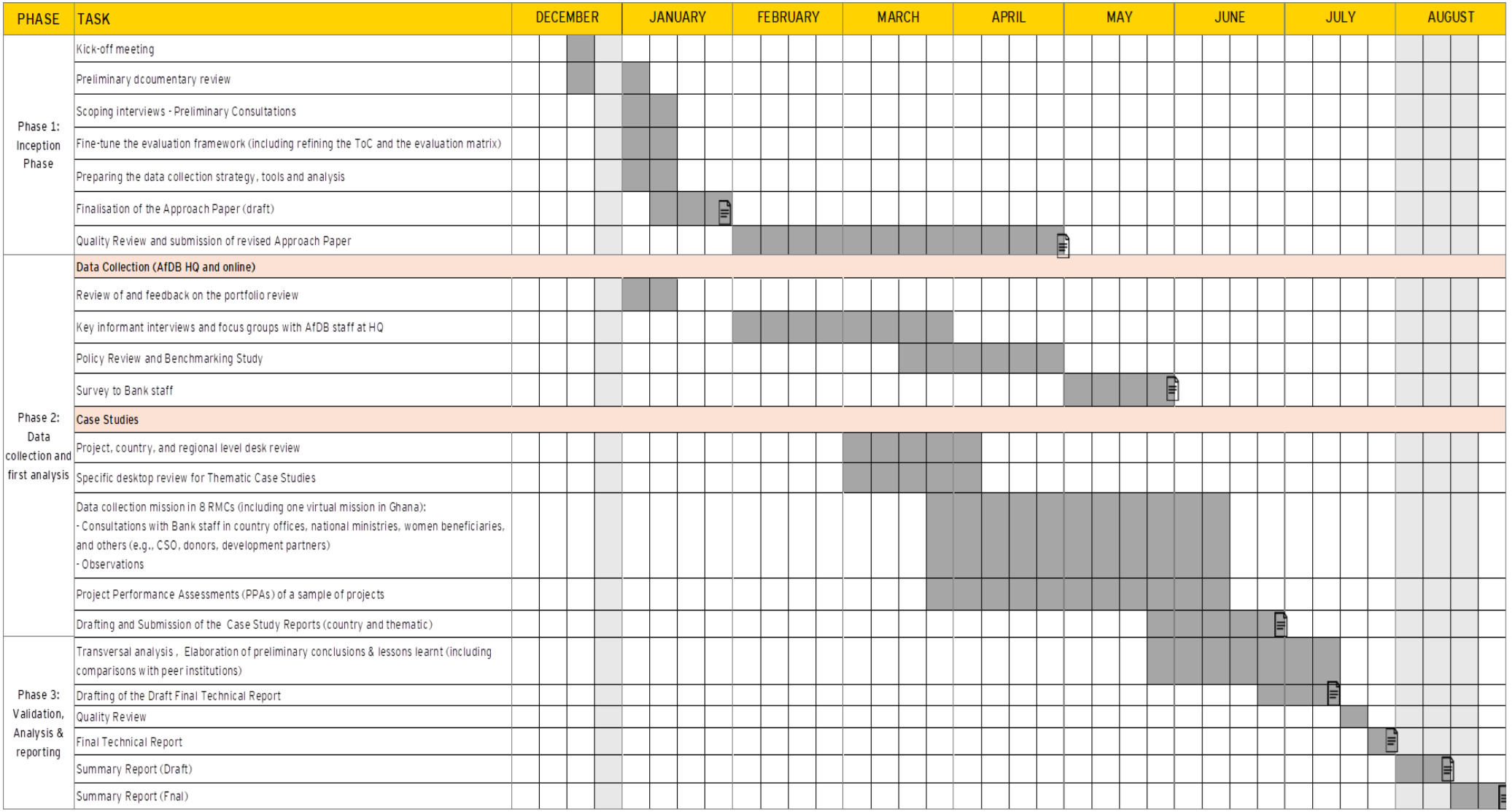
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