

Probable Date of Presentation  
To Boards Seminar  
Not Applicable

FOR INFORMATION

## MEMORANDUM

**TO** : THE BOARDS OF DIRECTORS

**FROM** : Cecilia AKINTOMIDE  
Secretary General

**SUBJECT** : OPERATIONALISING GENDER MAINSTREAMING AT THE AFRICAN DEVELOPMENT BANK GROUP\*

### A PLAN OF ACTION

Please find attached the above-mentioned document.

**Attach:**

**cc:** The President

\*Questions on this document should be referred to:

M. E. MBI	First Vice President & COO	COO	Extension 2089
Mrs. G. FRASER-MOLEKETI	Special Envoy on Gender	SEOG	Extension 2080
Mr. S. MIZRAHI	Director	ORQR	Extension 2066
Mrs. G. GEISLER	Chief Gender Specialist	ORQR.4	Extension 2643

# **AFRICAN DEVELOPMENT BANK GROUP**



## **OPERATIONALISING GENDER MAINSTREAMING AT THE AFRICAN DEVELOPMENT BANK GROUP**

### **A PLAN OF ACTION**

ORQR DEPARTMENT

November 2014

## NOTE ON THE PROCESS

This paper complements the Gender Strategy. It presents five actions aimed at operationalising gender mainstreaming in the African Development Bank with a view to making the Bank a more gender-responsive institution.

The work presented in this paper was guided by the Office of the Special Envoy on Gender and draws on extensive consultations with Bank staff. The proposals reflect the ideas and concerns of 29 AfDB staff (17 women, 12 men) interviewed in April 2014—in person at the AfDB temporary headquarters in Tunis and by telephone in regional resource centres and country field offices.

On 10 July 2014, the Office of the Special Envoy on Gender and ORQR convened a workshop at which selected AfDB staff further refined these proposals.<sup>1</sup>

A first draft of this paper was also presented to a Management workshop on 3 November 2014 and shared for comments with 85 members of senior staff; it was adjusted in the light of comments received.

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<sup>1</sup> Special contributions were made to this paper by Awa Bamba, Gisela Geisler, Linet Miriti, Rachel Aron and Themba Bhebe.

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## ABBREVIATIONS

<b>AfDB</b>	African Development Bank Group
<b>CHRM</b>	Department for Human Resources
<b>CSP</b>	Country Strategy Paper
<b>EADI</b>	African Development Institute
<b>GAP</b>	Gender Action Plan
<b>GFP</b>	Gender focal point
<b>IPR</b>	Implementation Progress and Results Report
<b>MDB</b>	Multilateral development bank
<b>OpsCom</b>	Operations Committee
<b>ORQR</b>	Quality Assurance and Results Department
<b>PAR</b>	Project Appraisal Report
<b>PCN</b>	Project Concept Note
<b>PCR</b>	Project Completion Report
<b>RISP</b>	Regional Integration Strategy Paper
<b>RMC</b>	Regional member country
<b>RMF</b>	Results Management Framework
<b>SEOG</b>	Special Envoy on Gender

## EXECUTIVE SUMMARY

There are many reasons why gender mainstreaming has had a chequered record of performance: competing leadership priorities, absence of accountability and incentive structures, and insufficient resources. Together these factors have led to the kind of gender policy evaporation that has beset most, if not all, development organisations around the world.

This is because mainstreaming gender is exacting. It requires reforms that run across organisations that are engaged in one of the most complex and challenging endeavours in the world—economic and social development.

Does this mean that mainstreaming is on a road to nowhere?<sup>2</sup> The answer provided in the Gender Strategy<sup>3</sup> of the African Development Bank is very clear: Mainstreaming gender equality is not an option; it is an integral part of the Bank’s development mandate.

To achieve this vision, however, the Bank needs to operationalise gender mainstreaming in its normal and day-to-day business. In recent years, the Bank has made progress in integrating the gender dimension into project design. For example, in 2009 only 31 percent of public sector operations included gender criteria.<sup>4</sup> Today, 77 percent of the Bank operations are gender-informed.<sup>5</sup>

Despite this progress, the Bank needs to do more to mainstream gender. As the Gender Strategy points out, the Bank will have to develop mechanisms to ensure compliance with its policy on gender equality—in part, because all too often gender mainstreaming is still “treated as an ‘optional extra’, often addressed superficially and dependent on the conviction of task managers.”<sup>6</sup>

Mainstreaming requires change. The organisational culture must break with old ways of thinking and acting, and accept and act on new concepts. Importantly, mainstreaming also needs to resonate sufficiently with the past and present organisational *raison d’être* to be accepted. Senior management must demonstrate leadership and commitment over time for a policy or strategy to be mainstreamed; and this commitment must be supported by the necessary resources, incentives, and accountability systems.

To bring about these changes, the proposals outlined in this paper are guided by three tenets.

First, gender equality has to be a central part of the Bank’s development strategies, not a competing priority. AfDB cannot be an effective development organisation if it does not give the right level of attention to half of Africa’s population. When women and men are on an equal footing, economies grow faster. This is why the Bank needs to ensure that both women and men have a voice in the development of their communities and countries and that they benefit equally from the new opportunities created by development.

Second, gender mainstreaming is not an option that can be set aside; it needs to be hard-wired into the Bank’s normal operational rules, procedures and practices. The Bank needs to provide staff with very clear guidance as to when and how to integrate gender into operations and Country Strategy Papers (CSPs), and provide them with the operational tools, manuals, checklists and training they need to guide them in this task.

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<sup>2</sup> In 2012 the Bank’s Independent Evaluation Department (formerly OPEV) reviewed the performance of a range of development agencies in mainstreaming gender equality in a report entitled “Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere?” One of its main conclusions was that in most organisations gender mainstreaming has “evaporated” (p. 12).

<sup>3</sup> *Investing in Gender Equality for Africa’s Transformation, 2014-2018* (Gender Strategy).

<sup>4</sup> Gender Strategy, p. 12.

<sup>5</sup> African Development Bank (2014), *2013 Retrospective Readiness Review Report*, Tunis, p. 10.

<sup>6</sup> Gender Strategy, p. 10.

Third, the resources available for gender mainstreaming need to be managed realistically and strategically. Mainstreaming is not a resource-free process. However, the Bank's seven gender experts are fewer than are required to deliver the Bank's gender agenda.<sup>7</sup> Meeting the need for additional human resources in a time of budgetary constraints will require strategic allocation of all available resources. For example, operations will need to be selective in focusing their limited gender resources on the operations that will deliver the greatest gender impact.

Taken together, these three tenets lay out the broad parameters for a set of reforms aimed at not only integrating gender into Bank operations, but also promoting a more gender-sensitive institution. With these objectives in mind, this paper spells out five sets of actions:

**1. *Creating a cadre of gender focal points.*** All departments in the organisation will appoint gender focal points—a total of 50. Because they will be drawn from existing human resources, they will have limited impact on the Bank's administrative budget. For each of the gender focal points, clear gender-related objectives will be included in their annual performance objectives.

**2. *Building gender mainstreaming capacity.*** To assist staff in strategically mainstreaming gender issues into operations, the Office of the Special Envoy on Gender will work with EADI, CHRM and ORQR to add gender and development content to the Bank's training modules. Priority will be given to addressing the training needs of gender focal points through a formal certification process.

**3. *Integrating gender in the normal operational business processes.*** The Bank will map gender into its normal operational business processes from project/programme inception to project/programme completion. This will help codify existing practices and identify clear entry points to strengthen provisions that are already in place. As part of this exercise, a system for gender-marking will be introduced to increase attention to operations with high gender yields.

**4. *Increasing the gender focus in CSPs.*** Similarly, the Bank will map and clarify its provisions for addressing gender in CSPs, and will revamp its Country Gender Profiles to identify gender-related policies and interventions that are likely to have high payoffs for inclusive growth.

**5. *Leveraging existing and additional financial resources for gender.*** All gender-related activities need to be fully funded by the Bank's administrative budget and comply with normal budgetary procedures. In addition, to make sure that lack of resources does not prevent operations from undertaking important actions (or become an excuse for their not doing so), a thematic trust fund will be established to better support operations during a transition phase.

None of the actions presented in this paper is new. They all build on lessons from the past and draw on the many initiatives the Bank has taken in recent years to strengthen gender mainstreaming—work not only by the Gender and Social Monitoring Division (ORQR4) but also by sector departments.

Gender mainstreaming is a work in progress, and the proposals set out in this paper represent a framework of action rather than a blueprint; actions and objectives will need to be adjusted as the various reforms are rolled out across the organisation. To keep moving in the right direction, all the actions set out in this paper are time-bound, and progress will be regularly monitored (Annex I provides a detailed plan of action). In addition, to keep the Bank's Board of Directors informed, the Special Envoy on Gender will present to the Board an annual report on the status of implementation.

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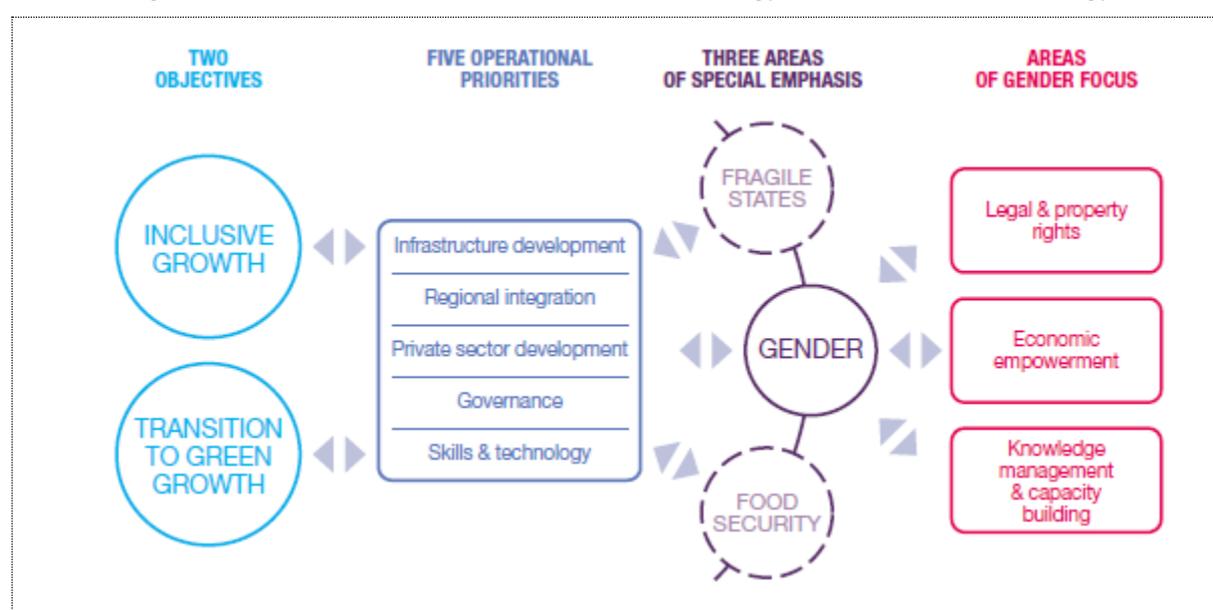
<sup>7</sup> Ibid., p. 26.

## I. INTRODUCTION

1. The Gender Strategy<sup>1</sup> adopted in January 2014 is a milestone for the African Development Bank (AfDB, or the Bank). The vision it lays out marks a departure from the past in recognising not only that gender equality is a human right, but that development will not happen unless women are part of the solution. It sets out a comprehensive framework and programme that lay the foundations for transformation and culture change. It also recognises that further actions will be needed to achieve its goals—for example, “The Bank will need to continue its process of internal transformation to ensure that gender mainstreaming at both policy and operational levels remains at the heart of its activities and attitudes” (p. 23).

2. The Gender Strategy has a dual focus. The *external strategy* identifies actions the Bank will take to align the Bank’s priority sectors to Africa’s needs and increase impact in regional member countries (RMCs). The *internal strategy* focuses on internal transformations with a view to making the Bank a more gender-responsive institution. This paper complements the internal strategy by presenting five actions aimed at operationalising gender mainstreaming in the Bank.

**Figure 1. Interface between the Ten-Year Strategy and the Gender Strategy**



Source: Gender Strategy, 2014.

3. This paper is organised in three parts. **Part 1** lays out the background, objectives and guiding principles of the effort; **Part 2** describes the five actions to operationalise gender mainstreaming; and **Part 3** explains how these actions will be monitored over time. In addition, a detailed **Plan of Action** in **Annex 1** sets out a clear framework of accountability for implementing the actions proposed in this paper.

<sup>1</sup> Investing in Gender Equality for Africa’s Transformation (Gender Strategy).

## A. The Bank's experience and lessons learnt

4. Gender mainstreaming<sup>2</sup> is not new at the African Development Bank. A gender policy was adopted in 2001, and two forward-thinking action plans were subsequently developed and implemented.

5. To implement the Gender Policy and Action Plans, in 2004 the Bank launched the production of Country Gender Profiles, starting with Ethiopia and Mozambique. The Bank provided topical and country-specific knowledge products to guide task managers and assist RMCs, and also produced a range of gender mainstreaming tools:

- In 2009, the Bank published checklists for gender mainstreaming covering relevant sectors—infrastructure, water and sanitation, education, health—and such new priorities as governance, climate change and fragile states.
- In 2012, an Information Brief on mainstreaming gender in budget and institutional support operations outlined a roadmap for the strategic use of budget support to promote gender equality.
- In 2012 the Bank also introduced gender as a dimension of the quality-at-entry of public sector investment operations. Today, the gender dimension is a firm part of the readiness reviews of all public sector operations, including budget support operations.
- A study to evaluate the gender equality results reported in Project Completion Reports (PCRs) was completed in 2012 as part of the diagnostic work feeding into the formulation of the Bank's Gender Strategy.

6. The Bank's Senior Management recognised the need to step up actions to mainstream gender, and in September 2013 the President appointed the Special Envoy on Gender (SEOG). Working in close consultation with Senior Management, the SEOG is the Bank's principal spokesperson on gender issues for the Bank. She helps ensure the coherence and consistency of the gender-related activities carried out across the Bank and mobilises internal and external parties to support the Bank's gender initiatives and efforts.

7. The Gender Strategy, which was developed over time by ORQR, finalised under the aegis of the SEOG, and adopted by the Board in January 2014, aims to catalyse change on gender mainstreaming:

The focus of this strategy is twofold. First, it seeks to strengthen gender mainstreaming in the Bank's country and regional operations and strategies. Second, it addresses the Bank's own internal transformation to make it a more supportive, gender-responsive institution.<sup>3</sup>

<sup>2</sup> *Gender mainstreaming* is the public policy concept of assessing the different implications for women and men of any planned policy action, including regulations and programmes, in all areas and levels. It focuses on determining men's and women's distinct vulnerabilities and on devising measures to address them.

<sup>3</sup> Gender Strategy, p. 2.

### Box 1. The Gender Strategy: Lessons learnt on gender mainstreaming

In October 2012, the Bank carried out a staff survey to better understand the opportunities and constraints facing operational staff in mainstreaming gender in Bank operations. The following points emerge strongly from the responses.

#### CONSTRAINTS

- Lack of gender expertise in field offices to participate effectively in donor groups and to advise governments.
- Lack of funds to add value to operations with gender components or initiatives, such as technical assistance.
- Lack of results reporting on gender, leading to weak advocacy.
- Insufficient focus on women in fragile states.
- Insufficient capacity building in field offices.

#### CONCLUSIONS

- Guidelines and training do not replace having dedicated gender specialists in operations.
- Sufficient human and financial resources are needed for effective gender mainstreaming and capacity building in headquarters, regional resource centers and field offices.
- Sector strategies and programme-based lending are strategic entry points for gender mainstreaming.
- The priority areas must be the Bank's core sectors, which have not performed well with regard to gender mainstreaming.

Source: Gender Strategy, 2014.

8. The Gender Strategy recognises that although the Bank has made progress in gender mainstreaming, it can improve its effectiveness by giving more systematic and widespread attention to gender issues in the context of the Ten-Year Strategy (Box 1). Three tenets guide the Bank's efforts to enhance the strategic mainstreaming of gender issues into its work.

- *Gender equality has to be a central part of the Bank's development strategies, not a competing priority.* AfDB cannot be an effective development organisation if it does not give the right level of attention to half of Africa's population. When women and men are on an equal footing, economies grow faster. This is why the Bank needs to ensure that both women and men have a voice in the development of their communities and countries and that they benefit equally from the new opportunities created by development.
- *Gender mainstreaming is not an option that can be selected or not; rather, it needs to be hard-wired into the Bank's normal operational rules, procedures and practices.* The Bank needs to provide staff with very clear guidance as to when and how to integrate gender into operations and Country Strategy Papers, providing them with the operational tools, manuals, checklists and training they need to guide them in this task.
- *The resources available for gender mainstreaming need to be managed realistically and strategically.* Mainstreaming is not a resource-free process. The Bank's seven gender experts are fewer than are required to deliver the Bank's gender agenda.<sup>4</sup> Meeting the need for additional human resources in a time of budgetary constraints will require strategic allocation of all available resources. For example, operations will need to be selective in focusing their limited gender resources on those operations that will deliver the greatest gender impact.

9. These three tenets lay out the broad parameters for a set of actions aimed not only at integrating gender into Bank operations but also at promoting a more gender-sensitive institution.

<sup>4</sup> Ibid, p. 26.

## B. Guiding principles

10. The Bank's experience with work on gender equality yields a number of guiding principles for successfully operationalising gender mainstreaming:

- Operational approaches for gender mainstreaming should be guided by the Bank's strategic priorities and core operational areas, which reflect its comparative advantage. They must be tailored to the sectors of intervention as well as to national and regional contexts.
- Successful gender mainstreaming requires having capacity to carry out gender-focused work at both the policy and operational levels in the Bank's decentralised structures.
- Capacity building for gender mainstreaming needs to be systematic and continuous and to reach all Bank staff, including Senior Management and RMC representatives/institutions.
- Dedicated resources for gender mainstreaming are needed to better leverage the support of task managers, partners and stakeholders in RMCs in country and regional programming, project design, implementation, completion and post evaluation.
- Measures such as the gender dimension of quality-at-entry have had a noticeable effect in improving gender mainstreaming at the design stage. Improved operational approaches and incentives (awards, performance-based incentives, additional resources to leverage good practice in projects, etc.) are likely to further improve performance, if offered with support and training.

11. These principles have guided the actions to strengthen gender mainstreaming that are elaborated in the next section of this paper.

## II. ACTIONS TO STRENGTHEN GENDER MAINSTREAMING

12. This section describes five actions aimed at operationalising gender mainstreaming. None of the actions is new; they all build and draw on the many initiatives the Bank has taken in recent years to strengthen gender mainstreaming—work by the Gender and Social Monitoring Division (ORQR4) and by many sector departments.

### A. Action 1: Create a cadre of gender focal points

13. Implementing the Bank's Gender Strategy requires individuals with expert analytic skills for seeing, identifying, analysing and understanding equality gaps between males and females. But the Bank has only seven full-time gender specialists—a level of staffing that is not sufficient for broad-based gender mainstreaming.<sup>5</sup> While the Bank works to increase its complement of full-time gender specialists, it will establish a cadre of around 50 gender focal points—both men and women—across the organisation.<sup>6</sup> This will be achieved without creating additional staff costs by assigning gender responsibilities to existing staff.<sup>7</sup> This initiative is part of the key commitments the Bank made in its Gender Strategy:

To create greater ownership of the promotion of gender equality in the Bank, and to increase support for gender mainstreaming among staff who are not gender specialists, the Bank will put in place a network of gender champions who will advocate for the

<sup>5</sup> AfDB has significantly fewer gender experts than other MDBs.

<sup>6</sup> Gender Strategy, p. 21.

<sup>7</sup> Because the gender responsibilities will be additional to these staff members' regular tasks, adjustments will need to be made in their performance objectives to reflect these new responsibilities.

promotion of gender equality (...). The gender champions will be at both managerial and non-managerial levels and the role will be part of their performance evaluations.<sup>8</sup>

14. Establishing this cadre of gender focal points will increase attention to gender across the organisation among all staff, while better assigning operational responsibilities for gender mainstreaming and building gender knowledge and expertise over time.

15. To be effective, gender focal points will need to be sufficiently empowered to exercise their responsibilities. This will require that they be given the time, mandate and knowledge they need. To this end, the appointment of gender focal points will be guided by the following principles.

- *Credibility and competence.* Gender focal points must be respected professionals and credible as sector experts in their own right; to exercise authority and influence, it is more important for them to know the sector than to know gender. Accordingly, it is expected that a significant share of gender focal points will be drawn from the ranks of senior Bank staff.
- *Clearly demarcated roles and responsibilities.* The task of the gender focal point is not to do all the gender work in the sector, but rather, as a fellow experienced practitioner, to help and guide staff in the sector to take on gender in their work. The tasks of the gender focal point are to serve as a catalyst, clearinghouse, and source of knowledge and information, including new developments and ideas relevant to the sector, and to participate as members of a wider community of practice on gender.<sup>9</sup>
- *Protected work programme.* Gender focal points' work programmes should explicitly provide for time and resources to carry out their gender-related roles and responsibilities. Since gender focal points will continue to have regular operational responsibilities in the sector, it is important that the function not be seen as an add-on but as an activity in its own right.
- *Gender experts.* The appointment of gender focal points will not replace the need to increase the number of dedicated gender experts.

16. The critical steps in deploying gender focal points are set out in Box 2.

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<sup>8</sup> Gender Strategy, p. 2

<sup>9</sup> ORQR4 will continue to provide policy guidance, technical support, and quality assurance.

### Box 2. Critical steps in deploying a cadre of gender focal points

The steps to create a cadre of gender focal points are briefly described below; a timeline is provided in the Plan of Action (Annex 1).

- Step 1** *Guidance note outlines potential role and responsibilities of gender focal points.* Gender focal points will work in relevant Bank departments and interface with gender specialists when more expert assistance is needed. The guidance will clarify the level of professional seniority expected for these tasks.
- Step 2** *Directors appoint gender focal points in all of the Bank's departments, units, field offices and regional resource centres.* The specific role of the gender focal point will be defined by each department's director to reflect the department's corporate functions.
- Step 3** *Clear roles and responsibilities are set for gender focal point's performance objectives.* To reward and recognise gender focal points' contributions, objectives related to gender equality will be included in each individual's performance objectives.
- Step 4** *Gender focal points are trained and certified.* All gender focal points will undertake formal training and will become certified in gender mainstreaming.

### B. Action 2: Build gender mainstreaming capacity

17. Gender mainstreaming requires dedicated skills and knowledge: skilled personnel are needed to deliver appropriate knowledge, conduct analysis and monitoring functions in the design and implementation of operations, and provide policy and technical advice to the Bank's clients. Gender mainstreaming also requires special expertise in areas such as legal status and property rights, economic empowerment, knowledge management and information.<sup>10</sup>

18. While consultants can provide some of these skills and knowledge, relying (excessively) on external sources of knowledge and skills tends to deplete institutional knowledge, diffuse responsibilities and weaken formal accountability. Therefore, the approach adopted here is to build internal capacity for gender mainstreaming by equipping staff with the fundamental knowledge and skills they need to successfully perform gender-related activities. In this connection, the Gender Strategy notes: "The stronger focus on capacity development to promote gender equality in Bank operations will also help to increase ownership in the Bank; as the community of practice grows and a common understanding of what gender mainstreaming entails (...), task managers will increasingly own the promotion of gender equality." The Gender Strategy also commits the Bank to introducing a systematic capacity-building programme for Bank staff.<sup>11</sup>

19. The gender analysis skills that gender focal points need to contribute to gender mainstreaming will be certified through an internal training programme (Box 3). The certification process is partitioned into three levels: an online introductory gender module (Gender 101), covering gender mainstreaming and inclusive development approaches, to be taken by all Bank staff; a three-day module on gender analysis and gender mainstreaming; and a two-day module on managing gender mainstreaming in Bank operational processes, focused on standards, monitoring, quality assurance, and professional gender-sensitive behaviour. Successful completion of all three modules will be required for certification. The Bank will consider

<sup>10</sup> The Gender Strategy notes three points that emerged from consultations with operational departments and that were also reiterated during the key informant interviews: (i) guidelines and training do not replace having dedicated gender specialists in operations; (ii) sufficient human and financial resources are needed for effective gender mainstreaming and capacity building at Bank headquarters, regional resource centres and field offices; and (iii) priority must be given to core sectors that have not previously performed well with regard to gender mainstreaming (p. 2).

<sup>11</sup> Gender Strategy, p. 24.

establishing an external certification process, so that certification will be seen as a significant step in career development.

### **Box 3. Critical steps in building gender mainstreaming capacity**

The following steps will be taken to build internal capacity for gender mainstreaming and roll out gender mainstreaming training modules:

**Step 1** *The curriculum for the three training modules is defined.* The Office of the SEOG, in close consultation with ORQR and sector departments, will identify the critical knowledge and skills gender focal points need to mainstream gender and, more broadly, to sensitise staff to the gender agenda.

**Step 2** *Three in-house gender-mainstreaming modules are designed.* The training modules will make use of EADI's e-learning technology, developed to deliver courses and distance access to learning documents to staff of the Bank, RMCs and partner development institutions.

**Step 3** *All gender focal points to be certified in gender mainstreaming.* The training modules will be available to all staff and compulsory for all gender focal points. Knowledge tests will be undertaken for each module, and passing tests for all three modules will lead to formal certification.

### **C. Action 3: Integrate gender into the normal operational business processes**

20. The Gender Strategy is particularly candid in characterising one of the main hurdles to gender mainstreaming, noting that the Bank “does not have a mechanism to ensure compliance with its policy on gender equality. Gender mainstreaming has, therefore, been treated as an ‘optional extra’, often addressed superficially and dependent on the convictions of individual task managers” (p. 10). The Strategy recommends that the Bank “operationalise procedures and milestones to guide all Bank staff through the stages of project development and implementation.”

21. With this objective in mind, the Bank has mapped its operational business process to identify entry points to strengthen gender mainstreaming. The results, presented in Figure 2, reveal two things: first, that the Bank already has a significant number of potential entry points for mainstreaming gender at all the key stages of the project cycle; and second, that in practice there is significant inconsistency in the way gender is integrated in operations—a sizable share of operations still give gender insufficient attention.<sup>12</sup>

#### *Better integrating gender into the Bank's normal business processes*

22. Gender is not consistently addressed in Bank operations—often, as the Gender Strategy notes, because it is up to task managers to decide when and how to address gender. While there is a great deal of good practice in this area, there is also a need to provide clearer rules and procedures to guide operational staff throughout the various stages of the project cycle.

23. The Bank's Operational Manual (Vol. 2) has recently been revised to include in the project cycle—and specifically at the country programming, identification, preparation, and appraisal stages—all the established procedures for environmental, social, and gender mainstreaming assessments. The Manual details how the Bank documents prepared at each of these stages should mainstream environmental, social, and gender considerations; identify issues

<sup>12</sup> The reasons for this are well known: tight timeframe to design and approve operations; competing operational priorities; and insufficient expertise, guidance and resources.

of concern for financing priorities; and include an assessment of the country systems' capacity to deal with these issues. It also identifies the outputs and responsibilities at each stage.

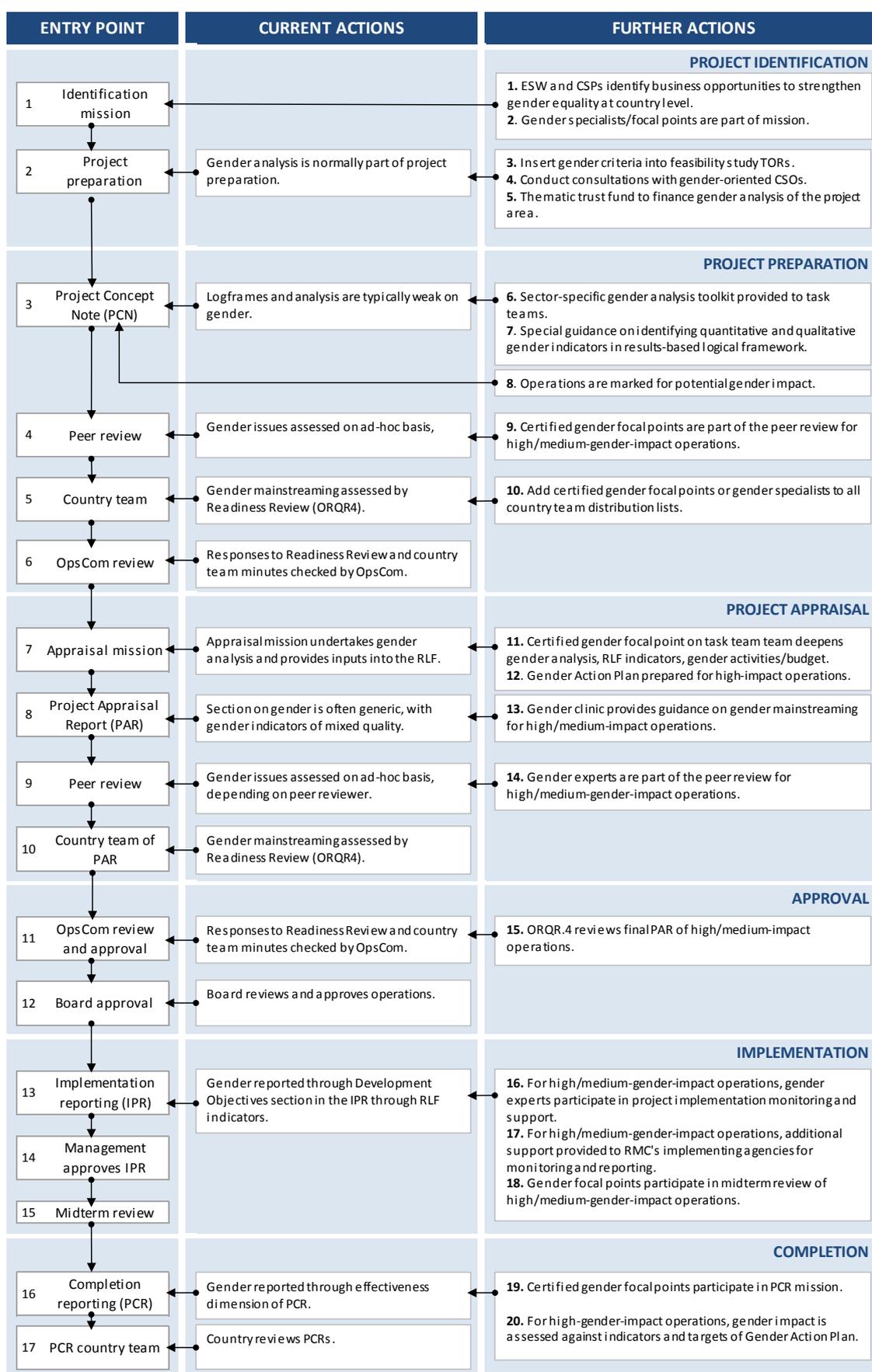
24. The Bank has now fully mapped its operational business processes with a view to codifying existing gender mainstreaming practices and identifying clear entry points to strengthen provisions that are already in place (see Table 1). These actions will be fully integrated into the Bank's Operations Manual (see Plan of Action in Annex 1).

25. However, the Bank has not yet sufficiently empowered its operational staff with good-quality technical guidance on how to meaningfully identify and address gender gaps and concerns specific to a sector or subsector. For instance, mainstreaming gender in the energy sector cannot be done through a "cookie-cutter approach," because the strategies to effectively address imbalances between men and women vary with the type of energy infrastructure. Therefore, the Bank will develop a range of good-quality technical guidance materials that can help staff with the difficulties of conducting gender analyses, designing effective gender interventions, and monitoring gender activities and reporting on gender impact in operations.

26. To further strengthen and rationalise Bankwide interventions on gender, the Bank will establish a special Coordination Committee for Gender Equality that will promote collaboration and coordination and provide strategic guidance across complexes for effective implementation of the Bank's Gender Strategy. The Committee will:

- Advise on the Bank's organisation, approaches and procedures to enhance gender mainstreaming.
- Ensure coherence and consistency on integrating gender considerations in country and regional planning and in operations across the Bank and RMCs.
- Establish complex-level targets and key performance indicators in the Bank to support the Results Measurement Framework of the Gender Strategy.
- Establish modalities to regularly measure and report on the Bank's progress towards gender equality and define incentives for fostering compliance.

**Figure 2. Mapping the project cycle business process**



**Table 1. Actions to strengthen gender mainstreaming in Bank operations**

ENTRY POINTS	STEPS
1. IDENTIFICATION	<p><b><i>Gender equality informs the vision of project design</i></b></p> <p>►1.1. Task managers draw on economic and sector work studies, the country gender profile and the CSP to identify opportunities to strengthen gender equality in operations.</p> <p>►1.2. All consultations include women (and men) and draw, as appropriate, on knowledge of gender-oriented civil society organisations.</p>
2. PREPARATION	<p><b><i>Gender analysis is an integral part of project preparation</i></b></p> <p>►2.1. Project Concept Notes (PCNs) are guided by the Sector Specific Gender Analysis Toolkit—guidelines and checklists for gender mainstreaming that assist task managers in considering concrete ways to address inequalities between males and females and promote gender equality in operations.</p> <p>►2.2. Gender specialists/focal points deepen gender analysis in the context of the preparation mission. This includes further developing gender-sensitive indicators as well as developing design and implementation modalities to strengthen the focus on addressing gender inequalities.</p>
3. APPRAISAL	<p><b><i>Gender analysis is deepened during project appraisal</i></b></p> <p>►3.1. During the appraisal mission, gender specialists/focal points deepen the gender analysis by gathering additional gender-related information or data, developing indicators that will track progress towards gender equality, and developing design and implementation modalities to strengthen the focus on gender.</p> <p>►3.2. ORQR4 will provide a gender clinic for task teams writing the Project Appraisal Report (PAR) as well as other documentation for the project or programme.</p>
4. APPROVAL	<p><b><i>Gender is given adequate attention during OpsCom reviews</i></b></p> <p>►4.1. ORQR4 reviews the final PAR and verifies the adequacy of the integration of gender concerns ahead of the OpsCom review and approval.</p>
5. IMPLEMENTATION	<p><b><i>The Implementation Progress Report captures progress</i></b></p> <p>►5.1. The Implementation Progress Report (IPR) captures qualitative and quantitative data disaggregated by sex, age and other factors (from gender-sensitive indicators).</p> <p>►5.2. Gender specialists/focal points participate in IPR missions to provide quality assurance review of gender-related work.</p>
6. COMPLETION	<p><b><i>Gender is reviewed at project completion</i></b></p> <p>►6.1. For the Project Completion Report (PCR), gender specialists/focal points participate in the project completion mission.</p>

### *Introducing a gender-marker to better manage gender in the Bank's operations*

27. Gender-marking, which has already been adopted by most multilateral development banks (MDBs),<sup>13</sup> seeks to achieve three fundamental objectives:

- *Differentiated operations to make sure that greater attention is given to operations that have a greater impact on gender.* Most of the Bank's operations have a direct or indirect impact on gender. However, the way and the degree to which they affect gender vary from one operation to another. Gender-marking promotes a more selective focus on operations that have greater potential to promote gender equality.

<sup>13</sup> In 2010 the Bank commissioned a study reviewing the use of gender categorisation schemes by other MDBs with a focus on the Asian Development Bank and the Organisation for Economic Co-operation and Development.

- *Strategic use of the Bank's gender resources.* By assigning clear gender priorities to operations, the gender-marker will help gender specialists and focal points focus their attention and time as a matter of priority on those operations that will make a bigger impact on gender equality. The gender-marker will guide task managers in determining the level of attention required. For example, Gender Action Plans (GAPs) will be required only for operations with high gender impact.
- *Better accounting for the actions and resources the Bank is dedicating to gender.* Current reporting systems do not allow the Bank to easily report and account for the investments it makes in support of gender equality. By gender-marking operations, the Bank and the operational complexes will be able to account for and report on the support for gender equality. This would also be important if, for example, the Bank were to consider issuing a gender bond.

28. All of the actions listed in Table 1 will need to be implemented in all Bank operations; however, they will need to be implemented in a differentiated way to focus greater attention on operations that have the potential to create the greatest impact on gender. Gender-marking will assist the Bank in increasing its strategic attention to gender (see Box 4).

#### **Box 4. Gender-marking and its application at AfDB**

Gender-marking—or categorisation—has been used as a means of differentiating projects, from the concept stage, in terms of their likely contribution to gender equality goals. The Asian Development Bank, for example, uses a classification system with four categories. The Bank is planning to introduce a gender-marking system in 2015 that will be guided by three principles.

##### **1. OPERATIONS ARE DIFFERENTIATED**

There is a need to differentiate operations on the basis of their potential impact on gender equality. Three indicative criteria will be adopted:

- *Potentially high gender impact:* gender equality is a distinct development outcome of the operation.
- *Potentially medium gender impact:* gender equality is one of several planned outputs of the operation.
- *Potentially low gender impact:* Gender equality is not a distinct output or outcome of the operation.

##### **2. GENDER REQUIREMENTS ARE GRADUATED**

The requirements for projects to meet these criteria in terms of analysis, actions, and performance indicators will be differentiated to reflect the expected level of gender impact. This in turn is expected to feed into Readiness Reviews. Project gender-marking will take place from the Concept Note stage, and will be tracked throughout the project cycle, with clearly established entry points and opportunities for review.

##### **3. RESOURCES ARE MANAGED SMARTLY**

The gender-marking system will be used to manage resources more effectively to maximise the Bank's gender outputs. Projects marked as having potentially high or medium gender impacts will be eligible for additional resources to facilitate effective gender mainstreaming. This will be accomplished through the establishment of a thematic trust fund to support gender mainstreaming in a way that maximises the effective use of resources to achieve the Bank's gender objectives.

<sup>a</sup> This graduated approach will also be captured in the Readiness Reviews. For example, for high-gender-impact operations, task managers could be asked to (i) insert gender criteria into feasibility studies; (ii) require a GAP for the PAR; and (iii) monitor, supervise and report on the actions identified in the GAP.

29. The Bank will elaborate a proposal for gender-marking, with the aim of implementing it across all the Bank's operations in 2015. The proposal will (i) articulate a rationale for gender-marking operations; (ii) clarify key criteria and requirements; and (iii) determine how the gender-

marker will be used in the Bank. (Annex II provides an illustrative schema for the sequencing of the proposal elements.)

**D. Action 4: Increase gender focus in Country Strategy Papers/Regional Integration Strategy Papers**

30. The Gender Strategy not only commits the Bank to enhancing gender mainstreaming in all phases of the project cycle, but also requires that project design be informed by gender assessments, including through economic and sector work and Country Strategy Papers/Regional Integration Strategy Papers (CSPs/RISPs).<sup>14</sup>

31. To assess what opportunities are available to increase the gender focus in CSPs/RISPs, the Bank mapped the CSP/RISP business process (see Annex III). On the basis of this analysis, two conclusions were reached: that the CSP/RISP provides a number of practical entry points for increasing attention to gender; and that, given the limited space provided for CSPs/RISPs to deepen analysis, they would need to be complemented by more detailed Country Gender Profiles.

*Increase attention to gender in CSPs/RISPs*

32. The Bank has mapped its CSP/RISP business process with a view to codifying existing practices and identifying clear entry points to strengthen provisions that are already in place (see Table 2).

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<sup>14</sup> Gender Strategy, p. 23.

**Table 2. Actions to strengthen gender mainstreaming in CSPs/RISPs**

ENTRY POINTS	ACTIONS
1. PREPARATORY ARRANGEMENTS	<p>▶1.1. Draw on country's national development strategy to identify priority gender gaps. The CSP should reflect how a country's own development vision addresses gender issues (or does not).</p> <p>▶1.2. Incorporate gender into consultative processes. To help increase the Bank's understanding of country conditions and concerns, and to promote broad ownership of the CSP, the Bank consults with the government and, with the government's agreement, other stakeholders.</p>
2. ANALYTICAL WORK	▶2.1. Draw on and discuss findings of gender diagnostics, including any Country Gender Profiles.
3. CONCEPT NOTE	<p>▶3.1. Gender specialists/focal points are part of the team writing the CSP Concept Note, consult and engage with gender stakeholders, and undertake a preliminary gender analysis that informs the design of the CSP.</p> <p>▶3.2. Establish criteria for the quality-at-entry gender dimension of the Readiness Review of the CSP.</p>
4. CSP PREPARATION & APPROVAL	<p>▶4.1. Gender analysis informs the overall country analysis and is reflected in the identified challenges, opportunities, and selection and content of the pillars. The log-frame clearly spells out the gender equality outputs and outcomes for lending and non-lending activities.</p> <p>▶4.2. A gender specialist/focal point participates in the peer review process and assists OpsCom Secretariat in reviewing the CSP from a gender perspective.</p>
5. IMPLEMENTATION	<p>▶5.1. The gender specialist/focal point raises gender issues as a regular part of the country dialogue.</p> <p>▶5.2. The gender specialist/focal point is a member of the midterm review team.</p>
6. COMPLETION	<p>▶6.1. A gender specialist/focal point is a team member of the CSP completion mission.</p> <p>▶6.2. The CSP completion format captures qualitative gender equality results.</p>

33. To strengthen attention to gender in its CSPs, the Bank will take the steps set out in Box 5.

### Box 5. Strengthening the Bank's attention to gender in its CSPs

- |               |  |
|---------------|--|
| <b>Step 1</b> | <i>Finalise the CSP Toolkit.</i> Prepare additional specific guidance on mainstreaming gender throughout CSPs to supplement the section on gender in the CSP Toolkit.  |
| <b>Step 2</b> | <i>Establish the gender dimension for quality-at-entry for CSPs.</i> To improve the quality-at-entry of CSPs with regard to the quality of gender mainstreaming, ORQR will extend the gender dimension to the Readiness Review of CSPs. The criteria will guide task managers in mainstreaming gender in the CSP, allow for better monitoring of the quality of CSPs, and enable application of corrective measures.   |
| <b>Step 3</b> | <p><i>Strengthen the Country Gender Profile.</i> This will include:</p> <ol style="list-style-type: none"> <li>a. Developing an annotated format for a Country Gender Profile and a guidance note that will guide task managers in preparing the profile.</li> <li>b. Listing of data and indicators format to be included in the Country Gender Profile for tables, graphs and charts.</li> <li>c. Establishing the link with the Country Gender Analysis Note to ensure that the Country Gender Profile will be used to inform the CSP.</li> </ol> |

#### *Strengthened Country Gender Profiles*

34. CSPs are relatively short documents—under 20 pages—that articulate the Bank's business plan for supporting development in a client country across a range of priority areas set out in the Bank's Ten-Year Strategy. They have limited space to elaborate detailed analysis and plans on gender. Gender mainstreaming under the old format of CSPs usually consisted of one or two paragraphs under section 2.3.5, *Gender Equality*, and section 2.3, *Social Context*—paragraphs that have been removed from the new CSP format. Gender equality has seldom been part of the analysis of opportunities and challenges, the pillars or the results-based framework. When actions to promote gender equality are included, they are typically confined to nonlending operations, in the form of a study/gender profile or the like.

35. To improve the depth and quality of the gender analysis undertaken in support of the CSPs, the Bank will revamp its Country Gender Profiles. The Gender and Social Monitoring Division (ORQR4) already prepares Gender Profiles as part of its normal work programme.<sup>15</sup> However, with the Bank's new Gender Strategy and the Ten-Year Strategy there is a need to a realign the purpose, format, timing and use of these Country Gender Profiles. Box 6 sets out the key principles that will guide the Bank in strengthening the Country Gender Profile.

<sup>15</sup> To implement the Gender Policy and Action Plans, the Bank began producing Country Gender Profiles, starting with Ethiopia and Mozambique in 2004. Over the years the Country Gender Profile format has been adjusted several times to make the profiles more topical and user-friendly. Since 2013 attempts have been made to increase the effect of gender profiles by introducing them to the relevant regional departments and to RMCs as a basis for country dialogue.

### Box 6. Strengthening the Bank's Country Gender Profile

Work is under way to revise the format and approach to conducting Country Gender Profiles, with the aim of strengthening their analytical focus and operational usefulness. Initial ideas on the principles guiding the proposed reforms are as follows:

- *Evidence-based analysis.* The Country Gender Profile needs to move beyond description to more rigorous analysis of the issues arising from the observed gender differences, so as to identify both constraints and opportunities that might arise in promoting gender equality.
- *Demand-driven.* The Country Gender Profile needs to be demand-driven, whether the demand emanates from the Country Department, sector units, or the RMC itself. This is an essential determinant of ownership of the process of elaborating a Country Gender Profile.
- *A decision-making tool.* The Country Gender Profile needs to be targeted to decision-makers in both the Bank and the RMC, and it should bring out policy and operational issues of relevance to decision-makers. It should be seen as an instrument of dialogue with the country on gender issues relevant for AfDB work.
- *Bankwide platform.* Where possible, the Country Gender Profile should be undertaken as a collaborative effort involving a broad range of departments including ORQR, the country economist, staff in the main sectors operating in the country, and key in-country counterparts. This will further strengthen ownership of the Profile by the country team and the sectors, and improve its usefulness for operations.
- *Underpin the CSP.* Preparation of the Country Gender Profile should be closely aligned with preparation of the CSP, and the Country Gender Profile should be used to inform the analytical phase of the new CSP approach.

#### *Partnerships: building country and regional level engagement on gender*

36. While this paper focuses primarily on the internal reforms required to mainstream gender, it also recognises the importance of working at the country and regional levels as a way of advancing the broader gender equality agenda. Rather than working on its own, the Bank is developing and nurturing partnerships at different levels:

- *Building RMC's capacity.* EADI is establishing partnerships with learning and training institutions to develop and deliver training courses relevant to gender mainstreaming for RMCs. Such organisations include the African Capacity Building Foundation, the UNDP-led Global Gender and Economic Policy Management Initiative, and selected universities and research institutes.
- *Civil society engagement.* The Bank's Framework for Enhanced Civil Society Engagement foresees the Bank's stronger and more intensive partnership with civil society at the corporate, regional/country, and project levels in four areas: outreach, communication, dialogue, and partnership. In this connection, the Bank has established a CSO database that makes available to Task Managers a list of most relevant CSOs in a range of areas including gender.
- *Advocacy and policy dialogue.* Partnerships in these areas are crucial, especially around the economic empowerment of, and legal and property rights for, women. The Bank is forging partnerships with such development partners as United Nations agencies, regional economic commissions, river basin organisations, the African Union, bilateral and multilateral development agencies. The Bank will also seek to partner with regional advocacy initiatives such as the UN's UNiTE Campaign on Ending Violence against Women.
- *Role of Field Offices and Regional Resource Centres.* Field Offices and Regional Resource Centres also have an important role to play at their respective levels. Country level thematic donor groups on gender provide useful platforms for the Bank to lead

and promote advocacy and policy dialogue on gender.

- *Knowledge management and communication.* The Bank is exploring partnerships with departments and organisations that are working on knowledge management for gender equality—for example, with institutions such as AFRISTATS and United Nations Economic Commission for Africa (UNECA), and networks such as the Gender and Women’s Studies networks in relation to Africa, and operational sector-specific networks and research institutes.

### **E. Action 5: Leverage existing and additional financial resources for gender**

37. Gender mainstreaming is not a resource-free process. Financing for gender mainstreaming is critical to ensuring adequate budgets for gender specialist staff positions and consultants, as well as for capacity-building resources, such as tools and training. Funds also need to be made available at the operational level for gender analysis, supervision, and monitoring and evaluation. More resources for gender mainstreaming will also benefit the Bank’s borrowers.

38. Over the last few years, the Bank has significantly stepped up its investments on gender. Between 2010 and 2014, for example, the budget assigned to gender-related activities—including resources managed since 2013 by the Office of the SEOG—has increased fivefold. However, meeting the level of ambition expressed in the Bank’s Gender Strategy will require mobilising additional financial resources.<sup>16</sup> In particular, there are special financial needs for implementing important gender-related activities—for example, funding a gender analysis, improving the quality of consultations, or implementing innovative activities that promise high gender impacts.

39. As a matter of principle, all gender-related activities need to be fully funded by the Bank’s normal budget and budget procedures. This is a critical requirement in demonstrating that gender mainstreaming is an institutional priority. To this end, departments are asked to budget for such gender-related expenses as undertaking gender analysis, hiring consultants, travel, and use of Bank staff time. These activities might fall under projects or interventions related to energy, public finance, infrastructure, and transport, and especially under those in fragile state environments.

40. During the transition period as operational departments scale up the level of resources dedicated to mainstreaming gender, the necessary resources might not be available. To make sure that lack of resources does not prevent operations from undertaking important actions—or become an excuse for their not doing so—a thematic trust fund will be established to simplify access to additional resources to support gender mainstreaming in operations.<sup>17</sup>

## **III. MONITORING AND EVALUATION**

41. What gets measured gets done. Monitoring and regularly reviewing the Bank’s performance on promoting gender equality are fundamental to building and sustaining the momentum to mainstream gender. Monitoring and measurement drive progress in several ways: they signal the Bank’s corporate commitment to gender mainstreaming, strengthen accountability

<sup>16</sup> “Improvement in gender mainstreaming in the Bank’s operations and activities and in making the Bank a gender-responsive institution will require increased resources. The Bank’s commitment to improving gender equality will be measured by the adequacy of the human and financial resources that it makes available for the promotion of gender equality through lending operations and non-lending activities” Gender Strategy, p. 26.

<sup>17</sup> While a number of trust funds for gender currently exist, they are being phased out in favour of thematic and multidonor trust funds.

for results, and establish clear incentives for staff and management to identify and remove bottlenecks.

42. The Bank already monitors gender mainstreaming as part of its Results Measurement Framework (RMF) and has significantly strengthened the way it tracks gender at all four levels. At Level 1 of the RMF, new and more robust gender-specific indicators have been introduced—for example, women’s participation in the labour force. In addition, indicators are sex-disaggregated where possible to provide a more comprehensive and nuanced analysis of progress. At Level 2, all beneficiaries are disaggregated by sex, to track where and how the Bank’s work is improving women’s lives. At Level 3, the RMF monitors how well gender aspects are taken into account in the design and implementation of country strategies and Bank operations, tracking CSPs and new projects with gender-informed design as well as projects with satisfactory gender-equality outcomes as measured by the Independent Evaluation Department. And at Level 4, in addition to continuing to track the share of women in professional staff, a new indicator measures progress in increasing the share of management staff who are women.

43. The proposals set out in this paper will considerably strengthen provisions already in place in the RMF to monitor and evaluate gender at the Bank. For example, the introduction of the gender-marker suggested as part of Action 3 will allow the Bank to systematically track the volume of resources it invests in support of gender equality (see Box 7). Furthermore, the explicit clarification of entry points in operational business processes will make it easier to develop over time metrics to track implementation of gender mainstreaming.

### **Box 7. How gender-marking will improve the way the Bank monitors gender equality**

The Bank’s gender-marker will, amongst other things, better capture investments the Bank makes in support of gender equality and women’s empowerment. It will provide useful information on where the Bank is investing in gender and what purpose and policies it supports.

Data generated by the gender-marker will be descriptive, allowing a best estimate of the resources the Bank invests in support of gender equality. With these data, the Bank will have a snapshot of:

- The proportion of its aid that is focused on achieving gender equality
- The sectors prioritised for gender equality
- Its investment in gender equality in individual sectors
- The countries prioritised for gender equality

What the gender-marker cannot do is measure gender equality results or the impacts and outcomes of programmes and projects. Other tools will be needed to measure the quality and impact of development assistance and of all expenditures that are focused on achieving gender equality and women’s empowerment.

44. The Plan of Action for operationalising gender mainstreaming presented in Annex II sets out a clear framework of accountability to track progress in implementing the reforms set out in this paper. Each of the five actions has been operationalised with clear time-bound actions, and responsibilities have been agreed by the departments in charge of implementing and rolling out these reforms.

45. Gender mainstreaming is very much a work in progress, and the proposals set out in this paper represent a framework of action rather than a blueprint. Actions and objectives will need to be adjusted as the various reforms are rolled out across the organisation.

46. To keep the Bank’s Board of Directors informed, the SEOG will present to the Board an annual update on progress.

## ANNEXES

## ANNEX I

### A PLAN OF ACTION

### MONITORING FRAMEWORK

Each of these five set of actions has been operationalised with clear time-bound actions, and responsibilities have been agreed by the departments in charge of implementing and rolling out these reforms.

ACTIONS	RESPONSIBILITY	TARGET DATE
<b>ACTION 1—Create a cadre of gender focal points (GFPs)</b>		
↓ 1.1. Develop guidance on roles and responsibilities of GFPs	SEOG Office	Q1 2015
↓ 1.2. Directors to assign GFPs in their departments/units	All departments	Q1 2015
↓ 1.3. Gender objectives are included in GFPs' performance objectives	All GFPs	Q1 2016
🔗 <b>Goal:</b> 50 gender focal points assigned across the Bank by Q1 2015		
<b>ACTION 2—Build gender mainstreaming capacity</b>		
↓ 2.1. Determine a curriculum for the training modules	SEOG Office	Q1 2015
↓ 2.2. Develop three training modules	EADI   SEOG	Q2 2015
↓ 2.3. Roll out training modules	EADI	Q3 2015
🔗 <b>Goal:</b> 80% of GFPs fully trained in gender mainstreaming by the end of 2015		
<b>ACTION 3— Increase operational focus on gender</b>		
↓ 3.1. Guidelines for operationalising gender in the project cycle are finalised	ORQR	Q2 2015
↓ 3.2. Operations Manual (Vol. 2) is updated to reflect Guidelines	COSP	Q2 2015
↓ 3.3. Gender-marking of operations is rolled out	Ops. departments	Q1 2016
↓ 3.4. Establish Coordinating Committee for Gender Equality	SEOG	Q4 2014
🔗 <b>Goal:</b> Gender mainstreaming hard-wired into Bank operations		
<b>ACTION 4— Increase gender focus in Country Strategy Papers</b>		
↓ 4.1. Establish a gender dimension for quality-at-entry for CSPs	ORQR	Q2 2015
↓ 4.2. Standardise formats for the Country Gender Analysis Note	COSP	Q4 2014
↓ 4.3. Outline proposal for new Country Gender Profile	ORQR	Q2 2015
🔗 <b>Goal:</b> Gender fully integrated into CSPs		
<b>ACTION 5— Leverage existing and additional financial resources for gender</b>		
↓ 5.1. Gender Thematic Trust Fund established	FRMB & SEOG	Q1 2015
🔗 <b>Goal:</b> Additional resources are leveraged in support of operations		

**ANNEX II  
A PROPOSAL FOR GENDER-MARKING**

<b>GENDER IMPACT MARKING IN OPERATIONS: ACTIONS, RESPONSIBILITIES AND OUTPUTS</b>	
<b>Category 1</b>	Potentially high gender impact: gender equality is a distinct development outcome of the operation.
<b>Category 2</b>	Potentially medium gender impact: gender equality is one of several planned outputs of the operation.
<b>Category 3</b>	Potentially low gender impact: the promotion of gender equality is not a distinct outcome or output of the operation.

<b>PROJECT CATEGORIES</b>	<b>ACTIONS</b>	<b>RESPONSIBILITY</b>	<b>OUTPUT</b>
<b>PROJECT CYCLE PHASE 1: PROJECT IDENTIFICATION</b>			
CATEGORIES 1 & 2	Insert gender criteria into feasibility studies, if part of identification.	Sector departments	Terms of reference for feasibility studies include a gender component.
CATEGORY 3	Determined through task team discussion.	Sector departments and ORQR4	
<b>PROJECT CYCLE PHASE 2: PROJECT PREPARATION</b>			
CATEGORY 1	Use thematic trust fund for preparatory work (gender analysis of the sector/project area).	Sector departments	PCN contains gender analysis and proposed gender-marking.
	Gender specialist is part of the review process including country team at all stages (PCN/PAR).	ORQR4	
	Design distinct gender activities reflected in the log-frame with outcome indicators for gender.	Sector departments	
	Justify high impact marking in PCN.	Sector departments and ORQR4	
CATEGORY 2	Use thematic trust fund for preparatory work (gender analysis of the sector/project area).	Sector departments	PCN contains gender analysis and proposed gender-marking.
	Gender specialist is part of the country team.	Sector departments (with support from ORQR4)	
	Design distinct gender activities reflected in the log-frame with output and performance indicators.	Sector departments	
	Justify medium impact marking in PCN.	Sector departments and ORQR4	
CATEGORY 3	Conduct a desktop gender analysis to identify possible entry points for gender mainstreaming.	Sector departments.	PCN contains a gender analysis and proposed marking.

	Justify low impact marking in PCN.	Sector departments and ORQR4	
<b>PROJECT CYCLE PHASE 3: PROJECT APPRAISAL</b>			
CATEGORY 1	Gender specialist/consultant is part of PAR mission.	ORQR4 (with support from operations staff)	PAR contains: 1. Gender analysis of sector 2. Outcome indicator in gender 3. Activities to close gender gaps 4. Budget and human resources for gender activities 5. Distinct Gender Action Plan
	Gender specialist is part of the review process including country team at all stages (PCN/PAR).	ORQR4	
	Design distinct gender activities reflected in the log-frame with outcome indicators for gender.	Sector departments	
	PAR requires a Gender Action Plan.	Sector departments (with support from CGFP)	
CATEGORY 2	Design distinct gender activities reflected in the log-frame with output and performance indicators.	Sector departments	PAR: 1. Gender analysis of the sector 2. Gender activities to close identified gender gaps 3. Output indicators in log-frame
	Justify medium impact marking in PCN.	Sector departments and ORQR4	
CATEGORY 3	Justify low impact marking in PAR.	Sector departments	PAR contains: 1. Gender analysis 2. Activities to promote gender equality
	Propose activities to promote gender equality.	Sector departments	
<b>PROJECT CYCLE PHASE 4: PROJECT IMPLEMENTATION</b>			
CATEGORY 1	Gender specialist participates in project implementation (midterm review)..	ORQR4	IPR contains: 1. Data on outcome indicators for gender 2. Progress update on activities to close gender gaps
CATEGORY 2	Report on gender-related indicators routinely during implementation.	Sector departments	IPR contains: 1. Data on output indicators for gender 2. Progress update on activities to close identified gender gaps
CATEGORY 3	Determined through discussion with the task team.	Sector departments	
<b>PROJECT CYCLE PHASE 5: PROJECT COMPLETION</b>			
CATEGORY 1	Gender Action Plan results are assessed during project completion.	Sector departments	PCR contains: 1. Data on outcome indicators for gender 2. Report on activities to close gender gaps, including lessons learned
	Consider gender impact	Sector departments	Beneficiary assessment

	assessment/evaluation.		conducted that evaluates whether gender gaps were addressed.
CATEGORY 2	Report on gender-related indicators at project completion.	Sector departments	<p>PCR contains:</p> <ol style="list-style-type: none"> <li>1. Data on output indicators for gender</li> <li>2. Report on activities to close identified gender gaps, including lessons learned.</li> </ol>
CATEGORY 3	Determined through discussion with the task team.	Sector departments	

## ANNEX III MAPPING THE CSP BUSINESS PROCESS

