

**Gender Equality and Women's Empowerment: an
Updated Gender Plan of Action (UGPOA) 2009 – 2011**

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Annex 1: Gender Action Plan And Results Framework (2009-2011)

LIST OF ACRONYMS

AAA	Accra Agenda for Action
ADF	African Development Fund
AU	African Union
CHRM	Human Resources Department
CIDA	Canadian International Development Agency
COMESA	Community of East and Southern Africa
CSPs	Country Strategy Papers
EDRE	Research Department in the Office of the Chief Economist
EI	Extractive Industries
ESAP	Environment and Social Assessment Procedures
ESTA	Statistics Department in the Office of the Chief Economist
GBV	Gender Based Violence
GPOA	Gender Plan of Action
H&A	Harmonisation and Alignment
KPI	Key Performance Indicator
MDGs	Millennium Development Goals
MfDR	Managing for Development Results
MTS	Medium Term Strategy
NGOs	Non-Governmental Organisations
OECD	Organisation for Economic Cooperation and Development
OIVP	Operations Infrastructure Complex III
OPEV	Operations Evaluation Department
ORQR	Operations Results and Quality Assurance Department
ORRU	Operations Partnerships and Cooperation Unit
OSUS	Gender, Climate Change and Sustainable Development Unit
OSVP	Operations Sector Complex II
PCN	Project Concept Note
PRSPs	Poverty Reduction Strategy Papers
QAE	Quality at Entry
QAS	Quality at Supervision
RAS	Regional Assistance Strategy
RBCSPs	Results Based Country Strategy Papers
RDs	Regional Directors
RMCs	Regional Member Countries
UGPOA	Updated Gender Plan of Action
UNECA	United National Economic Commission for Africa

EXECUTIVE SUMMARY

1. Gender equality continues to remain a challenge on the continent, especially within the context of the on-going 3 Fs (Food, Fuel and Financial) crises. In this regard, more recently, the Accra Agenda for Action has specifically outlined that developing countries and donors will continue to ensure that development policies and programmes are designed and implemented to take into consideration the agreed international commitments on gender equality, human rights, disability, and environmental sustainability. In order to accelerate the achievement of results in the area of gender equality, the Bank has, in its recent phase of institutional reforms, repositioned itself to deliver on the gender equality-related commitments. The President's Gender Working Group presented its findings in September 2008, outlining key areas where the Bank should intervene including priority institutional actions. The establishment of the Gender, Climate Change and Sustainable Development Unit (OSUS), in July 2008, was one of the priority actions in charting the Bank's work in gender equality on the continent.
2. The present Update of the Gender Plan of Action (UGPOA, 2009 – 2012) is a Bank commitment to its Deputies in order to realign the work on gender equality with the recently approved Bank Medium Term Strategy and emphasise the focus on certain key priority areas. The present UGPOA intends to build on the lessons learnt from the mid term review of Bank's first Gender Plan of Action conducted in 2007, the Gender Equality Institutional Assessment conducted by the Canadian International Development Agency (CIDA) in July 2008, as well as the conclusions and recommendations of the President's Gender Working Group.
3. **The overall goal of the Bank's gender equality and women's empowerment plan of action is to support economic growth and poverty reduction in regional member countries (RMCs).** The specific objective is to promote sustainable and equitable economic empowerment of men and women.
4. The UGPOA will be implemented by the respective Operations' complexes with OSUS coordinating the monitoring and evaluation of the implementation of specific activities and achievement of expected results and targets and reporting on them to Management. It is expected that the implementation of this UGPOA would be mainstreamed mainly into the existing budget of the respective departments. Nevertheless, some extra cost implications would result due to the urgent implementation of new actions. In this regard, OSUS would develop a cross complex operations programme to mobilise these additional resources with the support of the Bank's Cooperation and Partnerships Unit (ORRU).
5. In conclusion, the UGPOA takes into consideration lessons learned from the implementation of the Bank's Gender Policy, the first Gender Plan of Action, the implementation of programmes and projects as well as experience from the field. The UGPOA is fully aligned to the Bank's strategic priority areas and is results oriented. The members of the Committee of Development Effectiveness (CODE) are requested to review and consider for the approval of this UGPOA.

1. INTRODUCTION

1.1 Equality between men and women is both a human right and a development goal. It is now widely accepted that gender equality and women's empowerment are fundamental cornerstones for achieving development results. In September 2008, the Ministers of developing and donor countries responsible for promoting development and heads of multilateral and bilateral development institutions endorsed the Accra Agenda for Action (AAA) to accelerate and deepen the implementation of the Paris Declaration on Aid Effectiveness. **The AAA has specifically outlined that developing countries and donors will ensure that development policies and programmes are designed and implemented to take into consideration the agreed international commitments on gender equality, human rights, disability, and environmental sustainability.**

1.2 **Recent evidence suggests that progress in Africa in meeting the Millennium Development Goals (MDGs) by the target date is highly challenged.** Evidence also shows that until the beginning of 2008 Africa was on track to meet many of its MDGs. However, with the recent food, fuel and financial crises there is now a high risk of slippage in meeting these targets, especially those related to health, education, and food security. As gender issues cut across all these key livelihoods indicators, the threat of losing out on achieving gender equality and women's empowerment in Africa is much greater than ever before. Girls are highly vulnerable to being pulled out of school as households cope with declining income while women may tend to take up additional economic activities to address the income gap, adding to their work load burden. Added to this is the increased threat of climate change which is further likely to compromise the limited gains made with regards to women's role in food security and natural resources management. Moreover, while significant progress has been reported for indicators such as universal primary education and gender equality, no similar achievements can be reported on gender parity in secondary and tertiary education. Furthermore, the Bank will make every effort to ensure that its programmes and policies are responsive to the impact of the financial crisis on gender equality.

1.3. **In the recent phase of institutional reforms, the Bank** has reaffirmed its commitment to provide the necessary technical and policy support to regional member countries (RMCs) in all priority development areas. As such, the Bank has a key role to play in promoting gender equality on the continent and providing regional leadership to addressing persistent weaknesses in development policies as regards gender empowerment. This leadership role is emphasized and has also been recognised by the international community through the granting of the MDG3 Torch on the Global Call for Action on Gender to President Kaberuka. The Bank is also taking a leadership role, in coordination with the UN-ECA and the African Union in the area of gender.

1.4 **The Bank's Gender Policy (2001)** elaborates the commitment to promote gender equality and sustainable human and economic development in Africa, and specifies guiding principles to achieve these ends. The Bank's first **Gender Plan of Action (GPOA) 2004–2007** aimed to outline an approach to operationalising the Gender Policy and to identify specific activities which would further support gender mainstreaming in operations, such as: developing programme tools and strategies, project tools for priority sectors, institutional capacity building, and organizational support. **A Mid-term review (MTR) of the first GPOA was undertaken in 2007** which aimed to provide a synthesis of gender mainstreaming actions implemented by the Bank and identify cumulative results, gaps and challenges as well as highlight issues requiring management's attention in order to enhance implementation of the GPOA within the Bank's operations. Some of the main findings of this evaluation are outlined in section 3.

1.5 The Bank's Medium Term Strategy (MTS, 2008-2012) emphasizes an overall focus on results and development outcomes with greater selectivity and improved quality at entry as gender mainstreaming principles. In this regard, the MTS has emphasized the need to make a greater contribution to gender opportunity and equity as a basic guiding principle for all of its

operations. **As such, the Bank will intervene in strategic entry points¹, which are in line with the Bank's priority areas as indicated in the MTS, related to social and economic empowerment as well as policy and institutional reforms which will accelerate gender equality and women's empowerment on the continent. This will be done through intensified gender mainstreaming in all Bank operational work to ensure a more effective implementation of the Gender Action Plan.** The UGPOA has outlined the specific actions in the annex accompanied by the specific performance measurement indicators. According to best practices in developing and implementing a results framework, baseline figures and targets for each indicator are not meant to be concretised in the action plan but will be indicated during the annual reporting as the data become available; this will be indicated in the first annual report of the UGPOA implementation in December 2009. In preparing the respective indicators, OSUS worked closely with the Bank's Quality Assurance and Results Department (ORQR) who is mandated to develop, implement and monitor the Bank's results framework. Thus, the present set of indicators are based on close linkages with the Bank's MTS and the overall results framework, as well as the on-going ORQR-led work on developing sectoral indicators which include those on gender equality².

1.6 The present Updated Gender Plan of Action (U-GPOA) intends to build on the lessons learnt from the mid term review of the Bank's Gender Plan of Action conducted in 2007, the Gender Equality Institutional Assessment conducted by the Canadian International Development Agency (CIDA) in July 2008, the conclusions and recommendations of the President's Working Group on Gender (September 2008), as well as several internal gender mainstreaming review notes. It outlines the gender mainstreaming and equality priority actions to support the priority areas of Bank focus as outlined in the ADF 11 Deputies Report of December 2007, and the Bank's MTS. **The report is divided into six sections.** Section one introduces briefly the progress to date on the implementation of gender mainstreaming in the Bank and the re-prioritisation of gender issues globally. Section two provides some of the opportunities and challenges related to gender mainstreaming both in the Bank and regionally. Section three provides some of the achievements attained under the first Gender Plan of Action (2004 – 2007) and some of the key lessons learned which have been incorporated into the U-GPOA. Section four outlines the guiding principles for the U-GPOA and the areas of intervention that the Bank would focus on during the implementation period 2009 – 2011. Section five lays out the implementation modalities and institutional responsibilities and the report concludes with section six. Annex one indicates the priority actions to be implemented under each intervention area.

2. GENDER MAINSTREAMING OPPORTUNITIES AND CHALLENGES

2.1 **The AAA is the most recent commitment and demonstrates continued interest by the development community to do more, amongst others, for gender equality and women's empowerment.** Through the Paris Declaration implementation framework, there is a new opportunity to address gender equality issues in country led national development processes, specifically taking advantage of the home-grown national gender policies and strategies, which hold RMCs accountable for their achievements and allows donors to harmonise and align their support to RMCs for a more focused and results oriented gender equality agenda. This opens new channels for actions related to increasing focus on developing national policy dialogue and

¹ In line with the Bank MTS strategic priorities, the present UGPOA will not focus directly on other vulnerable groups or rights of the child, etc., which are covered by the Bank through following best practices in its operations.

² The OSUS and ORQR team recognise that in order to have a "good" indicator, it should be measurable and be monitored continent wide. As such, while a number of indicators may seem to be more effective they had to be dropped in favour of those which are monitorable and for which data is available for all countries on the continent. No baseline figures for the indicators will be indicated in this action plan. These base line figures, targets to be achieved and performance measured will be reported in the annual UGPOA progress reports.

development prioritisation processes (such as PRSPs), national reporting mechanisms including support to strengthening sex³ disaggregated data and statistics, opening access to private sector opportunities, and increasing employment.

2.2 Increased use of country systems will require the strengthening of weak national gender machineries and institutional frameworks which pose a critical impediment to delivering on the national and regional gender equality commitments. However, an important window of opportunity in this regard is the increased use of the gender budgeting process. A number of countries (such as Ghana and Zambia) have taken concrete measures to ensure clear monitoring and reporting of gender-responsive budget execution. Mainstreaming gender in the national budget process will ensure sustainability and avoid the past “add-on” approach to gender empowerment.

2.3 Gender equality and empowerment achievements on the continent have been uneven. Wage gaps and discrimination against women in labour markets have resulted in fewer women participating in the formal sector. In the agriculture sector, where the majority of the women work as unpaid labour, there is clear evidence that constraints to land ownership and lack of access to inputs by women are key obstacles to increasing agriculture productivity and economic growth, especially for those RMCs which depend on the sector as their main source of national income. The preliminary results from the on-going IFAD/ AfDB Joint Evaluation has clearly indicated the lack of sufficient gender mainstreaming at project design as an element of poor farmer outreach and insufficient mitigation measures for improved sustainability. **The recent food crisis has resulted in calls for a clear focus on mitigating the impact of climate change for increased and sustainable food security and nutritional levels.** This has created a clear opportunity for addressing some of the constraints faced by women such as ensuring access to safe drinking water as well as sustainable management of water resources, reducing land degradation, increasing forest conservation and sustainable natural resources management. These have a direct impact on women’s capacity to generate income and maintain livelihoods at the household level. Other than the recent boost in increased access to microfinance, women continue to face constraints in accessing agriculture credit, housing and education loans as well as financing for medium size enterprise development. This further creates an opportunity for the Bank to provide concerned RMCs with support in addressing gender based inequalities with regards to boys’ participation in development agenda.

2.4 Fragile states pose a unique development challenge and specifically as relates to gender empowerment. Historical practices of exclusion, gender based violence, and displacement, among others, have created large gender gaps in education, employment opportunities, access to and management of natural resources, and political representation. The Bank’s recent establishment of the Fragile States Facility provides for a dedicated focus on addressing some of these gaps in coordination with other partners, such as the OECD and the World Bank.

2.5 As mentioned previously, while there has been some success in achieving gender parity in primary education, very little has been achieved in terms of gender equality in access to higher education. **Increased focus on promoting access to higher education, including on science and technology provides a unique opportunity to increase gender equality** in the labour

³ **Sex disaggregated** refers to data that is cross-classified by sex, presenting information separately for women and men, boys and girls. **Gender-disaggregated data** focuses on issues of particular relevance to women and men, girls and boys, taking into consideration their different roles and positions in society. Statistics on household distance from water or fuel, for example, have different implications for women and men since it is usually the former who spend time collecting these necessities when they are not readily available. (Glossary of International Research Centre).

market as well as promote women's participation in disciplines previously considered male dominated.

3. BANK EXPERIENCES AND LESSONS LEARNED

3.1 Although the Bank has shown sensitivity and awareness to promoting women's empowerment and gender equality, the prevailing best practices are yet to be fully embedded in the Bank's "way of doing business". The MTR of the GPOA (2004-2007) recognised that achievements had been limited because of a slow start in implementation and due to lack of sufficient staff capacity. However, some of the achievements recognised under the implementation of the first GPOA are:

Bank Achievements under the GPOA

- Twelve **gender profiles** to integrate country specific gender analysis into relevant programmes were produced. OSUS is currently undertaking an assessment of the Bank gender profiles and preliminary findings indicate that they have been useful in informing several CSPs as well as investment proposals.;
- Eight gender training modules were developed for the Bank. During 2007 and 2008, at least one training session was conducted for the infrastructure sector and the agriculture sector. These included about seventy Bank staff;
- Tools for mainstreaming gender perspectives were incorporated into thematic and sector policy frameworks of the Bank, such as poverty reduction, environment and micro-credit;
- Further strengthened gender analysis was integrated into programmes and projects including new tools such as Quality at Entry (QAE) and Quality at Supervision (QAS). The MTR noted that at least more than a third of projects examined during the review process demonstrated application of gender analysis, hence improving Bank Group's capacity to assist RMCs in achieving gender equitable and sustainable development.

Lessons Learned

3.2 **The first critical lesson learnt is that the Bank has not put a sufficiently high premium on mainstreaming gender issues at project and programme design stage.** In many CSPs, gender issues appear as an "add-on" to an already developed document and limited use is made of gender analysis to establish a strategy for gender equality in 'pro-poor growth' strategies. Poverty analysis does not include how women and men are differently affected by poverty, except in cases of female-headed households. The Mid Term Review of the Bank's first GPOA (2007) assessed 60 Bank projects approved during 2004 and 2005, demonstrated the clear poor quality at entry in addressing and mainstreaming gender strategies, activities, outcomes and indicators in these respective projects.

3.3 **The second lesson learnt is the weak outreach to task managers to empower them with the necessary gender mainstreaming tools, guidelines and related training.** As indicated by the President, gender mainstreaming is the responsibility of everyone in the Bank and not only of the gender experts. Training for gender equality is not supported by an incentives structure in performance. There is also no performance related incentive to use gender mainstreaming tools or assessment reports such as the gender profiles. New opportunities to rectify this have arisen in the on-going process of revising the Operations Manual and the Bank's Environment and Social Assessment Procedures (ESAP Tools). Development of new tools which include those designed to promote Harmonization and Alignment (H&A) and managing for Development Results (MfDR) agenda at country level and to enhance the Bank Group Results-

Based Management Framework through the development of gender equality result indicators for greater development effectiveness will enhance staff capacity to address gender issues in investment operations.

3.4 **The third lesson learnt is the lack of institutional accountability mechanisms as regards mainstreaming gender issues in the Bank's work.** The Bank still does not have a critical mass of gender experts whether at Headquarters or at Field Offices level, to identify measures to attain gender equality in priority development areas. However, the Bank has made some progress in this area by establishing a gender related Key Performance Indicator (KPI) at the institutional level, having greater focus on country outcomes within the Bank's Results Framework, revised formats for projects and programmes which require clear gender analysis to be outlined, as well as periodic reporting on progress related to gender mainstreaming.

3.5 **Specific lessons learned regarding RMCs, include:**

- RMCs' mirror the same institutional and staffing weaknesses as the Bank with regards to promoting gender equality at the national level.
- Limited sex disaggregated data is one of the weakest areas in project design across a number of projects. The identification of gender disparities has sometimes proved difficult due to lack of adequate gender-disaggregated data (GDD).
- Failure to translate policy into actions. The adoption of the Beijing Platform, CEDAW and Millennium Development Goals relating to gender equality has not been adequately translated into effective, actionable programmes at country level.

3.6 The mid term review (2004 – 2005) of the Gender Plan of Action specifically highlighted that one of the major constraints to the implementation of the GPOA was the overly ambitious proposed targets. **A key recommendation of this report was to ensure a move towards a clear results focus within the overall Paris Declaration Framework and more recently the AAA.**

4. FOCUS AREAS AND LEVELS OF INTERVENTION UNDER THE U-GPOA

4.1 The Strategic Direction and Areas of Intervention

4.1.1 Based on the lessons learned and in line with the Bank's Medium Term Strategy, the Bank will align its gender activities with other partners to complement approaches to gender equality and women's empowerment. The Bank will mainstream gender equality issues in all its projects and programmes, specifically through policy dialogue using the country strategy papers (CSPs) as the main tool. Monitoring and reporting on the gender outcomes and indicators, including the institutional Key Performance Indicators (KPIs) will provide an environment of continuous learning and ensuring sustainable development impact.

4.1.2 The Bank will focus on the following three intervention areas: (i) **supporting investment activities which promote women's economic empowerment** in the Bank's key strategic priority areas; (ii) **institutional capacity building and knowledge building** both at the Bank and for RMCs; and (iii) **supporting RMC governance and policy reform** for strengthened gender mainstreaming in the national development process.

4.2 Guiding principles

4.2.1 These strategic directions are guided by the following principles, consistent with the commitments of the Paris Declaration (based on the principles of ownership, alignment, harmonization, mutual accountability, and managing for results).

- The Bank's support to RMCs will be **focused on achieving results**, demonstrating impact and adding value to the process of ensuring positive development outcomes. As such the Bank will support an approach based on incentives rather than mandates and obligations;
- Bank activities focusing on gender equality and women's empowerment **will be sequenced and tailored** to country needs and development priorities. The Bank recognizes that every country has a unique approach to promoting gender equality and empowerment as demonstrated by the diverse economic and social landscape of middle income countries and fragile states, among others. In this, the Bank will emphasise country ownership and priority setting;
- **Sound and timely knowledge work** will be the basis of designing support to RMCs. Such support will be based on relevant empirical evidence on gender inequalities and good practices in responding to these inequalities;
- The Bank **will work extensively with partners**, in line with the Paris Declaration Principles, in order to capitalise on the comparative advantage of each. The Bank will also strengthen its cooperation with NGOs and civil society to implement the UGPOA at the country level;

4.3 Overall Goal and Objectives

4.3.1. **The overall goal of the Bank's gender equality and women's empowerment plan of action is to support economic growth and poverty reduction in regional member countries (RMCs).** The specific objective is to promote sustainable and equitable economic empowerment of men and women.

4.4. Areas of Intervention

These areas have been selected in line with the main priorities of the MTS and as such will be mainstreamed within the sectoral operations, thus providing a greater degree of departmental level and Country ownership.

4.4.1 Investment Activities for the Promotion of Women's Economic Empowerment

The Bank will mainstream all actions in its investments and programming work that promote gender equality and women's economic empowerment. This would include focus on promoting entrepreneurship development through agro-industry, facilitating access to local, national and regional and markets through roads infrastructure development, promoting wide-scale and affordable access to energy, increased access to information and communication technology (ICT), increased access to health services particularly sexual and reproductive health services, as well as providing technical and vocational skills. In particular, priority actions will be undertaken in the following areas:

- **Results based focus on gender equality will be promoted** through ensuring that all country strategy papers (CSPs) and regional assistance strategy papers (RASPs) identify key gender responsive actions to be implemented by the Bank.
- Transport of economic and household oriented goods takes up a large amount of time and physical effort from men and women, especially in rural areas. In this regard, men and women bear the burden differently depending on who has access to different forms of intermediate means of transport, distribution of responsibilities for household food security and livelihoods, as well as children's access to secure transportation options for

education; which is a known significant consideration for the continuation of girls' education in rural areas. Therefore, the Bank will promote **improved livelihoods and participation of women and men in economic development** through the increased access to safe and affordable transport and roads infrastructure for economic diversification and employment opportunities for women and men;

- **In the energy sector**, Meeting domestic energy demand for household needs is core to the majority of the African population, specifically those which are rural based. It is also well known that the supply of domestic energy tasks are mainly the responsibility of women and children, especially when the main sources of energy are collecting firewood and animal waste. This increases the burden on women and children of both sexes. Moreover, use of traditional domestic energy sources is known to have negative impact on the health of women and children. Thus, the intervention area in this sub-sector will be to support solutions which reduce the burden on women and children as regards traditional sources of domestic energy as well as promoting supply of rural energy services for income and employment, through increased access to rural electrification. The Bank will furthermore support the promotion of clean and renewable energy which has clear implications for the economic and social status of women and girls;
- **In the water sector**, Achievements in water also help further the goals that help create gender equality and achieve universal primary education. Poor women and girls in rural and urban areas are almost always the family or village water gatherers, but water sources are frequently many hours' walk. With better water services, girls can use their time, for instance, for schooling. This time management would allow women to access primary education, helping to achieve the primary education goal while empowering women through education, thus accomplishing the goal of gender equality. Studies, too, have shown that there is a direct relation to villages with access to water and their ability to attract teachers and other professionals. In this regard, the Bank will design operations which are based on concrete gender analysis which identify the most gender responsive locations for the promotion of increased access to safe drinking water through reduced walking distances to up to 0.5 km; ensure safe drinking water and sanitation facilities in schools and universities as well as health centres;
- Within the overall focus on Extractive Industries, gender bias usually exists in the distribution of risks and benefits. This means that the risks, such as environmental damage and negative social impact falls more heavily on women while the benefits, such as employment and compensation accrue more to men. Therefore, the failure to recognise these biases could undermine the potential positive impacts of EI and threaten the sustainability of the EI programmes. As such, **in the extractive industries the Bank will** support gender empowerment sensitisation in the Bank's work on EI governance reforms and support to improved regulatory framework in RMCs to promote equitable access to horizontal and vertical linkages to the industry for both men and women;
- **To achieve improved food security and farmer household income**: the agriculture sector in each country is dependant on the available natural resources which also influences the choices of crops and agriculture production by men and women farmers. Therefore, agriculture interventions, are likely to affect nutrition and improved livelihoods. Women farmers are crucial for the translation of agriculture products into national and household level food security through the available access to and control over agriculture resources. Within the overall goal of increasing access to and control over resources for female and male farmers for the purpose of increased food security, **the Bank will address gender equality in access to agriculture inputs, rural**

infrastructure as well as irrigated land and increased access to high value agriculture markets in line with its revised approach to the agriculture sector;

- **Gender equality in private sector development will focus on achieving increased participation of women entrepreneurs through improved access to** small business development services, facilitate access to business start-up advisory services, support policy and regulatory reforms to improve small business start-up as well as promote increased access to micro finance, lines of credit and savings mobilization. The Bank will also work towards encouraging equal female representation in the boards of investment companies that the Bank loans are supporting. **The Bank's Private Sector Department will continue to work towards increased access to micro finance resources for women and men at the local level and will continue to build capacity in the micro finance industry for increased small and medium enterprise development** in all sectors, especially those considered non-traditional sectors for women. The Bank's public sector operations will work together with the Private Sector Department to provide support to microfinance regulatory reform and establishing best practices at the national level, including capacity building for savings mobilisation and micro finance management;
- The Bank will support gender equality and women's empowerment concerns and ensure they are **clearly mainstreamed in country level health sector reforms with a clear focus on increased access to health services** with the aim of **reducing maternal mortality ratios primarily;**
- The gender gap in higher education has not significantly closed, particularly in science related disciplines, where female enrollment rates stand at 39.9 percent. As such, reforms must address the gender enrolment gap in tertiary education, especially in math and science in addition to other forms of participation in higher education, science and technology, such as memberships in faculty administrations, professional bodies among other diverse concerns⁴. **Specific focus will be put on increasing access and improve quality of education for girls and boys at all levels** and support the increased participation of girls in higher education, as well as technical and vocational training, particularly in science and technology;

4.4.2 Institutional Capacity Building And Knowledge Building

Priority attention will be given to strengthening the implementation capacity of line ministries and agencies with a view to ensure home-grown gender equality and women's empowerment strategies which are country owned. In this regard, the following specific areas will be addressed:

- The Bank will support, through its sectoral projects and programmes, actions to **build gender mainstreaming capacity in ministries** and parastatals. This will include training of RMC officials in priority sectors, support to engender front line staff, and establishment of local basic gender specific targets. Special focus will be given to sensitisation and training of high level officials such as the parliamentarians, officials of the legal and judiciary sectors, the ministries of finance and planning, as well as key private sector regulatory agencies;
- In coordination with partners, the Bank will provide support to **building capacity for RMC statistical agencies** and units to capture and report in a timely manner, sex disaggregated data which is crucial for planning and monitoring in a timely manner;

⁴ Bank Strategy for Higher Education, Science and Technology (February 2008).

- Poor women shoulder much of the burden in terms of the severity of the impact of **climate change**, and in coping with and adapting to climate hazards. As such, the Bank will ensure that women are fully integrated in the adaptation design processes as well as governance and management of such measures;
- The Bank will also undertake, in coordination with partners, national and regional **gender assessments and gender profiles** and other relevant studies which would identify gender equality gaps and provide guidance to policy makers and national development planning authorities on how to close them. Specific support will be provided to increasing the knowledge base related to GBV in post-conflict situations for identifying entry points to mitigate such practices. The gender profiles and assessments will provide the knowledge base for design of appropriate country level gender mainstreaming strategies in the Bank's sectoral operations, CSPs as well as provide the platform for dialogue with regards to country level gender equality related reforms. It is to be noted that OSUS has undertaken an assessment of the Bank's experience in implementing gender profiles and a revised format and implementation modalities have been recommended for use Bank-wide;
- The Bank will also strengthen quality at entry through the greater participation of Bank gender experts at the different stages of the review process, as well as participation in field missions. This will be further strengthened by improved monitoring and reporting during project implementation;

4.4.3 Governance And Policy Reform For Strengthened Gender Mainstreaming

The Bank will focus on helping RMCs strengthen country policy, regulatory and legal frameworks in order to accelerate the achievement of gender equality and women's empowerment and equality related national development targets and the MDGs in a sustainable manner. For example almost all the RMCs have national policies condemning gender inequality and discrimination based on sex. Moreover, some countries have also introduced laws, or amendments to existing laws, to eliminate discrimination in particular areas. However, these policies and legal frameworks have yet to be implemented fully. For example many African countries have customary norms and practices to regulate access to land and other productive assets which often discriminate against women and have been a key obstacle to the achievement of women's economic empowerment. Inadequate laws and policies in the area of labour regulation, also substantially limit women's economic opportunities or their access to certain occupations. The Bank will therefore support RMCs in policy and regulatory reforms in the following areas:

- The Bank will also provide support to RMC efforts in mainstreaming gender equality goals in the national development process, such as the PRSPs and other national development plans, sectoral policies and strategies, and support consensus building and formulation and implementation of regional gender equality initiatives;
- National⁵ budgets are among the most important policy tools available to a government. On the one hand they influence the overall level of income and employment of a country, and on the other they reflect its political priorities. Gender responsive budgets are not separate budgets for women, but instead, general budgets that are planned, approved, executed, monitored and audited in a gender-sensitive way. Therefore, it is important to institutionalize a gender equality perspective in public finance, through standard budget guidelines such as the annual budget call circular and reporting forms,

⁵ This paragraph has not changed but has been moved from paragraph 4.4.1.

integrating a gender perspective into national policy documents such as National Development Plans, Poverty Reduction Strategies or Sector Policies, etc. For example, in many countries the objective of increasing girls completion rates in primary schools will only be achieved, if investments are made in transport or water provision. Thus, inter-sectoral coordination and impact monitoring should be strengthened. Gender analysis contributes to making public spending more effective. As such, **the Bank will continue its work on promoting the increased use of gender budgeting** initiatives in its governance, economic and financial reforms programmes through RMC capacity building;

- Fragile and post-conflict countries suffer from a legacy of gender based violence which has been a critical impediment to post-crisis stability and growth. The Bank's support to policy reforms, will facilitate the integration of effective legal framework and judicial responses with a view to protecting women, girls and boys. Legal reforms in all other sectors will be mainstreamed in their respective operations when designing sectoral interventions ;
- The Bank will also support specific activities aimed at the treatment and prevention of **gender based violence (GBV)** focusing both on boys and girls) in both specific demobilisation and reintegration as well as mainstream in projects and programmes in fragile and post-conflict countries⁶;
- The Bank will provide specific support to regional initiatives and support regional economic communities to promote women's empowerment across the various regional blocks and provide for harmonised and outcome oriented policies.

5. IMPLEMENTATION FRAMEWORK AND INSTITUTIONAL ACTIONS

5.1 Departmental Implementation Responsibilities

5.1.1 Successful implementation of the UGPOA will require clear lines of responsibility and accountability along different levels all the way up to senior management and the Board. This will entail instituting incentives and consequences as appropriate accompanied by a clear definition of roles. One step in the right direction regarding incentives has been this year's President's Award for Excellence in Gender both for the private and public sector operations. Moreover, an extensive staff training programme will be implemented with easy to use tools and guidelines for quality at entry during programme and project design. Management will also select a new Gender Champion who would also continue to provide the necessary focus on incentives Bank-wide. Consequences could include comments during management's performance discussions with staff. The new review process presents an opportunity to ensure appropriate gender mainstreaming all the way from the PCN stage. This, however, will entail that it be rigorously applied. All new Bank policies and guidelines should be reviewed for appropriate inclusion of gender especially during their review process.

5.1.2 A key entry point for addressing gender equality and identifying appropriate gender mainstreaming strategies will be the Bank's Country Strategy Papers (CSPs) as well as the regional assistance strategies. In this regard, **the Regional Departments (RDs) and in particular the respective Field Offices** will be responsible for ensuring both internally and at RMC level that CSPs and Regional Assistance Strategies (RAS) identify gender gaps and propose clear goals and strategies on how the gaps will be closed. Solutions will be anchored in national development priorities and gender equality targets. **The RDs will be responsible for**

⁶ While GBV is not limited to fragile states, the present UGPOA will primarily focus its interventions in fragile and post-conflict states as this is in line with the Bank's MTS. This paragraph has not changed but has been moved from paragraph 4.4.1.

reporting annually on progress in CSP implementation on the gender related Key Performance Indicator (KPI) to the Bank's Performance Management Group. Field offices will have an important role in dialoguing with the countries, identifying priority intervention actions at the country level as well as defining a country gender mainstreaming strategy, in coordination with partners.

5.1.3 Sector Departments both in OSVP and OIVP will be responsible for addressing gender equality issues and for mainstreaming them at the design and implementation stage in all projects and programmes. The project design needs to sufficiently outline the key project specific gender equality concerns, propose a suitable gender mainstreaming strategy, ensure application of relevant baseline data collection and gender responsive indicators, and make available sufficient budgetary resources to implement the identified gender equality related activities outlined in the project design. **In order to carry out this function effectively sector departments require sufficient gender expertise at the departmental level. The Sector Departments will be responsible for reporting on a quarterly and annual basis on the gender related Key Performance Indicator (KPI) to the Bank's Performance Management Group.**

5.1.4 The Department of Statistics (ESTA) within the Office of the Chief Economist will support the work on sex disaggregated statistics in coordination with OSUS. In this regard, ESTA will help to outline key priority areas for capacity building and generating sex disaggregated data in RMCs. While it is recommended that ESTA increase their gender capacity, greater emphasis will be put on working with the gender experts in OSUS to develop this new area within the Bank. **OSUS will also coordinate with the Research Department (EDRE)** to develop some of the key priority gender related knowledge products.

5.1.5 Strengthening the Gender, Climate Change, and Sustainable Development Unit (OSUS) will be an important pre-requisite to delivering the Bank's commitment to mainstreaming gender. It is therefore proposed that the staff strength in OSUS for gender will be built up as follows: 2 new positions to be approved in 2010 and a further additional 2 new positions to be approved in 2011. In addition, considerable emphasis will be placed on upgrading the gender mainstreaming skills of Bank staff in all Complexes.

5.1.6 OSUS will lead the process to develop user-friendly sectoral gender mainstreaming checklists that provide the staff the necessary tool to mainstream gender issues at the project design stage. This will be further supported by training Bank staff in easy-to-use gender mainstreaming checklists as well as supporting operations staff in ensuring a clear results oriented design through the use of appropriate gender responsive indicators and monitoring framework in the project design.

5.1.7. The Bank's gender network will continue to share experiences and results from within the Bank as well as from other development agencies. In this regard, OSUS has set up a **"Gender Help Desk"** (in February 2009) which would be demand driven and available to all operations staff to get advice and guidance on the best gender mainstreaming approach in their respective project or programme at hand. To date, the "Gender Help Desk" has already reviewed several project appraisal reports and project concept notes from the various sector departments. The initial feedback from the user-departments is positive and indicates that this tool has provided the necessary support to operations staff as needed. As regards due diligence, task managers in each Operations Complex department will be required to report on the Bank's institutional KPI on gender mainstreaming in Bank projects.

5.2 Monitoring and Evaluation

5.2.1 Monitoring the implementation of the Updated Gender and Equality and Women's Empowerment Plan of Action will be undertaken at different levels:

5.2.2 At the **“Quality at Entry” and policy level, the Bank will** monitor the progress of the policy, strategy and plans regarding gender equality mainstreaming and how successful the Bank has been in implementation of gender equality measures in the Bank’s investments. Specifically, this will be reflected in the “Quality at Entry” improvements and will be measured through the **Bank’s institutional KPIs** for 2009. It is worth mentioning that the Bank’s Evaluation Department (OPEV) is already in the process of implementing an evaluation study on the Bank’s work in gender mainstreaming. It is expected that the evaluation will focus on key aspects with a view to strengthening the work going ahead under the updated GPOA with special focus on the quality and utility of the gender-relevant knowledge work undertaken in recent years. It is also worth noting that OSUS has already undertaken an assessment of the Bank’s experience in the implementation and usability of the Country Gender Profiles.

5.2.3. **In terms of implementation effectiveness, the Bank will** monitor the country level outcomes in relation to the Bank’s Results Framework where a country level outcome gender responsive indicator has already been agreed upon for monitoring purposes. This will be done continuously through the Bank’s reporting mechanisms related to supervision, mid-term review reports and project completion reports.

5.2.4. **Annual performance evaluation:** The Bank will also continue to monitor the process of gender sensitization and mainstreaming at the level of staff and will ensure that staff is aware of their responsibilities regarding gender mainstreaming. Knowledge of this should form part of their annual performance evaluation which will be monitored by the respective supervisors and management. This will ensure that all staff are equally sensitized and empowered to address gender issues in operations.

5.2.5 **Cross-complex gender network:** The Bank already has in place a cross-complex gender network which meets regularly, chaired by Vice President for Sector Operations II (OSVP). The meeting discusses progress with regards to gender mainstreaming in the Bank and also provides guidance to OSUS as relates to further cross complex coordination and target activities. The cross-complex gender network also has a clear mandate to monitor the progress in the Bank’s Gender Plan of Action.

5.2.6. **Communicating and reporting results:** OSUS will take the lead to compile the operations complex wide annual UGPOA implementation progress reports which would contribute to the Bank’s annual report. A mid-term review of the UGPOA will be undertaken in December 2010, in order to draw lessons learnt which would contribute to a revised Bank Operations Gender Policy to be developed in 2011. OSUS will further put in place a communication strategy for timely and effective communication of the Bank’s work and achievements in gender equality.

5.3 Partnerships

5.3.1 The Bank has historically developed close partnerships with UNIFEM and UN-Economic Commission for Africa (ECA) with regards to implementing high level consultation meetings and regional dialogue. In addition, the Bank has continued to dialogue with other regional agencies such as AU, COMESA and SADC on thematic and region-specific issues. The Bank is also represented on the OECD Gender Network (GENDERNET), an international forum, which brings together gender experts from bilateral and multilateral development agencies and NGOs to define common approaches, share information on good practice, innovative ideas and new research on gender related topics. Civil society is also invited to contribute to activities and participate in events that the network organises. Moreover, the Bank has also coordinated work with the World Bank in area of addressing gender based violence in fragile states. Under the

implementation of the present UGPOA, the Bank will accelerate its efforts to work with partners especially in the area of developing gender profiles and assessments, supporting the work on sex disaggregated statistics capacity building in RMCs as well as other sectoral and thematic priority areas of focus as is relevant. Moreover, the Bank works with a number of specialised UN agencies to promote sector specific gender equality issues. Strengthened partnerships and collaboration with NGOs and civil society organisations will also be a key area for delivery of gender equality and mainstreaming advocacy as well as for Bank investments project and programme design.

5.4. Budget Implications

5.4.1 The implementation of the Gender Action Plan will involve an increased level of effort at all entry points such as the FOs, SDs, RDs, OSUS, ORQR, and CHRM. It is expected that the proposed actions to achieve gender equality in the key priority areas would be mainstreamed by RDs and SDs in their respective administrative budget when developing CSPs, RAS, economic and sector work, environmental and social impact assessment as well as at all stages of the project cycle. OSUS would also use its administrative budget for the implementation of gender profiles in coordination with the respective RD/ SD. Moreover, gender training would also be implemented by OSUS in coordination with CHRM. OSUS will tap into the available CHRM training budget in addition to the administrative budget for this purpose.

5.4.2 Within the Bank, additional resources to start the implementation of the key priority actions in 2009 will be secured through a realignment of work programme between RDs and SDS in coordination with OSUS. Furthermore, additional resources indicated in 2010 -2011 budget document, to be submitted to the Board for approval in December 2009. These allocations would be an important indicator to demonstrate that measurable results are achievable and to accelerate the implementation of the plan. However, concrete resource envelope estimates for the implementation of the UGPOA will be undertaken by July 2009, to ensure that the 2010 – 2011 budget requests reflect an accurate figure in terms of budgetary needs. Funding would be designed so as to maximize the resources available to the activities devoted to RMCs. **In this regard, OSUS will coordinate with the Bank's Partnerships and Cooperation Unit (ORRU) to mobilise these resources from existing bilateral funds. This resource mobilisation exercise will be based on a cross-complex operations gender equality actions programme.**

6. CONCLUSION

In conclusion, the UGPOA takes into consideration lessons learned from the implementation of the Bank's Gender Policy, the first Gender Plan of Action, the implementation of programmes and projects as well as experience from the field. The UGPOA is fully aligned to the Bank's strategic priority areas and is results oriented. The members of the Committee for Development Effectiveness (CODE) are requested to review and consider the U-GPOA for approval.

ANNEX I: GENDER ACTION PLAN AND RESULTS FRAMEWORK (2009-2011)

Action	Sequencing (start date)	Responsible (lead & support)	Results	Indicators
First Intervention Area: Investment Activities for the Promotion of Women's Economic Empowerment				
The Bank will mainstream all actions in its investments and programming work that promote gender equality and women's economic empowerment.				
Ensure that all country strategy papers (CSPs) and regional assistance strategy papers (RASPs) identify key gender responsive actions to be implemented by the Bank.	2009	ORVP with OSUS	Improved understanding of priority gender issues in the respective RMC; Design of a country based results oriented gender mainstreaming strategy;	<ul style="list-style-type: none"> Percentage of RBCSPs and RASs which include gender analysis and define a gender mainstreaming strategy.
Increase access to secure and affordable transport through improved roads infrastructure;	2009	OINF OPSM OSUS	Improved livelihoods and economic opportunities for urban and rural women and men;	<ul style="list-style-type: none"> Increase in net household income. Number of Gender sensitisation and advocacy campaigns in Bank road projects;
Increase energy access to rural households at affordable prices;	2009	OINF with OSUS	Reduced burden on women and children;	<ul style="list-style-type: none"> Increase in number of rural households connected to electricity; Reduced time spent by women and children on collecting wood for energy; Percentage of women and men owning and using energy efficient technologies;
Increasing access to safe drinking water and sanitation facilities;	2009	OWAS with OSUS	Improved school completion rates and improved health and hygiene standards;	<ul style="list-style-type: none"> Ratio of girls to boys enrolment in primary schools; Number of women and men in water management and maintenance committees; Percentage prevalence of water borne diseases;
Increasingly address gender mainstreaming issues in extractive	2009	OSUS with ORVP OSGE and	Improved participation of women and men with equal access to benefits	<ul style="list-style-type: none"> Number of projects that address gender related risks and benefits in extractive industries;

Action	Sequencing (start date)	Responsible (lead & support)	Results	Indicators
industries;		OSAN	from extractive industries;	
Address gender equality in access to agriculture production resources;	2009	OSAN with OSUS	Improved livelihoods of smallholder farmers;	<ul style="list-style-type: none"> • Access to irrigated land by men and women; • Number of total of disputes related to land resolved in favour of men or women over a set period; • Percentage of women and men actively participating in land allocation committees; • Changes to transport, handling, and storage costs for men and women farmers with regards to marketing of surplus produce; • Number of women and men farmers who have access to high quality seeds and fertilisers;
Promote access to Microfinance and SME development;	2009	OPSM, OSHD, OSAN with OSUS	<p>Promote diversification of sources of income through increased non-agriculture sector employment opportunities;</p> <p>Improve access to private sector;</p> <p>Increase access to micro finance;</p>	<ul style="list-style-type: none"> • Changes in enterprise earnings for men and women entrepreneurs; • Number of men and women small business owners accessing micro finance and savings mobilisation services; • Percentage of new investments in non-traditional sectors by men and women entrepreneurs;
Increase Bank support to gender based budgeting and auditing (adopted from the Bank approved Governance Action Plan)	2009	ORVP, OSGE with OSUS	Strengthened gender sensitive budgets in RMCs;	<ul style="list-style-type: none"> • Number of Country Gender Profiles and operations (ISPs and DBSLs) integrating gender sensitive budgeting and auditing;
Increase access to quality sexual and reproductive health	2009	OSHD	Improve mother and child health facilities;	<ul style="list-style-type: none"> • Maternal Mortality ratios;

Action	Sequencing (start date)	Responsible (lead & support)	Results	Indicators
care				
Increase participation of girls in TVET particularly in science and technology	2009	OSHD	Increase girls access to higher education and S&T;	<ul style="list-style-type: none"> •Enrolment and completion rate of girls and boys in TVET institutions and particularly in S&T; •Number of women and men accessing employment within a certain period after graduation from TVET;
<u>Second Intervention Area: Institutional Capacity Building And Knowledge Building</u>				
Priority attention will be given to strengthening the capacity of local gender and women's ministries and agencies with a view to ensure home-grown gender equality and empowerment strategies and which are country owned.				
Build capacity to mainstream gender issues in the RMCs;	2009	ORVP OWAS, OINF, OSHD, OSAN, OSGE, With OSUS	Improved country ownership; Improved implementation capacity to mainstream gender in the national development process;	<ul style="list-style-type: none"> ▪ Percentage increase in RMC priority line ministries annual budget to gender mainstreaming activities;
Build capacity for RMC statistical agencies and units;	2009	ESTA EADI with OSUS	Improved targeting of key gender empowerment areas in the national development planning process;	<ul style="list-style-type: none"> ▪ Number of countries providing sex disaggregated data in national and sectoral reports;
Implement national and regional gender assessments and gender profiles;	2009	OSUS with ORVP EDRE OWAS, OINF, OSHD, OSAN, OSGE	Improved quality-at-entry regarding gender mainstreaming in Bank policy, programmes and projects, respectively;	<ul style="list-style-type: none"> ▪ Number of national and regional gender assessments and profiles implemented by the Bank and in coordination with other partners;

<u>Third Intervention Area: Supporting RMC Governance And Policy Reform For Strengthened Gender Mainstreaming In The National Development Process</u>				
The Bank will focus on helping RMCs strengthen country policy, regulatory and legal frameworks in order to accelerate the achievement of gender empowerment and equality related national development targets and the MDGs sustainably				
Integration of effective legal framework and judicial response for the protection of women, girls and boys in fragile states.	2009	OSGE, OSFU with OSUS	Reduced Gender Based Violence;	<ul style="list-style-type: none"> ▪ Number of cases officially reported related to gender based violence; ▪ Number of GBV cases with Acquittal or Conviction within X months of the date charges are filed; ▪ Number of police successfully completed GBV training and have access to GBV guidelines;
Increased networking with regional economic communities (RECs) to promote regional coordination on achieving gender equality;	2010	ONRI OSUS	Increased capacity to implement regional gender equality targets;	<ul style="list-style-type: none"> ▪ Progress in at least two regional gender equality targets;
Institutional Actions				
Staffing the Organizational Unit	2009 2010 2011	CHRM OSUS ORVP ESTA	Increased staff strength	<ul style="list-style-type: none"> ▪ OSUS: 2 new gender positions in 2010; 2 new positions in 2011; ▪ Number of missions in ORVP, ECON, OSVP, and OIVP including gender experts;
UGPOA Mid Term Review	December 2010	OSUS ORVP OSVP OIVP ECON	Establish lessons learnt during the implementation of the UGPOA	<ul style="list-style-type: none"> ▪ Mid term review report in place;
Revised Bank Gender Policy	2011	OSUS ORVP OSVP OIVP ECON	Focused policy orientation taking into consideration emerging Africa wide development priorities and gaps;	<ul style="list-style-type: none"> ▪ Revised Bank Gender Policy in place;
Gender focal points	2009	OSUS	Cross complex	<ul style="list-style-type: none"> ▪ Bank wide gender network in place

nominated in each complex and in the Field Offices		ORVP OSVP OIVP ECON	coordination on gender issues improved	
Develop key gender performance indicators as part of the budgeting process	2009	OSUS COBS/ PMG OIVP OSVP ORVP	Operations level gender mainstreaming monitoring improved	<ul style="list-style-type: none"> ▪ Institutional Key Performance Indicator adopted and in place by 2009;
Mainstream relevant gender performance indicators in all private sector development interventions.	2009	OPSM OSUS COBS PMG	Improved gender responsiveness of African private sector stakeholders and investors.	<ul style="list-style-type: none"> ▪ At least one gender output and one gender outcome indicator identified in the project design in all feasible cases;
Conduct Board and Management information Sessions	2009 2010	OSUS ORVP OIVP OSVP ECON SEGL	Board members sensitised and guidance to management is improved	<ul style="list-style-type: none"> ▪ 1 session in 2009 ▪ 1 session in 2010
Establish an Annual Gender Week to be Celebrated at HQs and in the Field Offices	2009	OSUS ORVP OIVP OSVP ECON SEGL	Bank staff sensitised on the Bank's strategy and approach to gender mainstreaming	<ul style="list-style-type: none"> ▪ 1 session in 2009 ▪ 1 session in 2010
Design and regularly update of a gender web section. Identify and disseminate information on best practices on gender	2009	OSUS ORVP OIVP OSVP ECON SEGL	Communication on the Bank's work in gender mainstreaming improved	<ul style="list-style-type: none"> ▪ Bank's website includes all relevant documents related to gender mainstreaming in the Bank;
Conduct regular training for CPOs, Country Economists, Task Managers and	2009 2010 2011	OSUS ORVP OIVP OSVP	All Operations staff, including in field offices, empowered to identify and address gender issues	<ul style="list-style-type: none"> ▪ Number of training sessions

Economists in FOs on gender mainstreaming in CSPs		ECON	in project and programme design at entry;	
Enforce the <u>full analysis</u> of the Environment and Social Assessment Procedures (ESAP Tools)	2009	OSUS ORQR	Improved mitigation measures defined for gender and social impact in category 1 and 2 projects;	<ul style="list-style-type: none"> ▪ The Bank ESIA revised to clearly outline assessment of gender and social impact in Category 1 and 2 projects;
Quality assurance and compliance- Develop quality criteria for assessing projects and analytical work; Conduct Quality Assurance reviews;	2009 2010	OSUS ORQR	Improved mainstreaming of gender at entry in project design;	<ul style="list-style-type: none"> ▪ Quality assurance criteria defined and disseminated to staff; ▪ Number of Quality reviews undertaken;