

ADF-13 MID-TERM REVIEW

**Update on the Bank Group's Gender Agenda:
Progress, Challenges and Lessons**

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Executive Summary

The Ten-Year Strategy (TYS) 2013-2022 reaffirmed the Bank's commitment to promoting gender equality for economic progress and sustainable development in Africa. The Strategy highlighted that gender equality is an essential part of the inclusive growth agenda and an area of special emphasis for the Bank. It defined a roadmap for scaling up the Bank's work on gender. Since the ADF-13 replenishment and the guidance provided by ADF deputies, considerable progress has been made on implementation, although many challenges still remain.

The Gender Strategy, "Investing in Gender Equality for Africa's transformation 2014-2018", was adopted by the Board in 2014. The three main pillars of the strategy are strengthening women's legal status and property rights, promoting women's economic empowerment, and enhancing knowledge management and capacity building. The Office of the Special Envoy on Gender (SEOG) has been influential in promoting the gender agenda through advocacy and partnerships and providing oversight for the implementation of the Strategy. .

New budget support and investment operations launched since 2013 have prioritized gender equality through a wide range of strategic interventions. Projects in agriculture, energy, transport, governance, human development, and water and sanitation aim to empower women with skills, resources and opportunities to achieve better outcomes. Infrastructure projects are providing the necessary foundation for women to better access services. Entrepreneurship-building and skills development initiatives are helping to make Africa women more productive.

Efforts are underway to improve statistics, results measurement and reporting, to better capture the impact of Bank projects on gender outcomes. In the ADF-13 period, the majority of new projects and Country Strategy Papers (CSPs) have had a gender-informed design and 78 percent of new projects include gender-equality outcomes. A Gender Marker tool is being developed to identify projects that have significant potential for promoting gender equality. New tools are being developed to support gender mainstreaming, monitor progress and measure impact. The Results Measurement Framework was adapted to capture the different impacts of Bank interventions for women and men. A number of knowledge products have been launched and others are slated to be released at international forums in 2015.

There are still some capacity gaps on gender within the Bank and in implementing agencies at the country level, particularly on data availability and measurement capacity. However, a number of flagship projects are currently under preparation. They include development of a financial inclusion platform for linking women entrepreneurs, a fund for supporting women-led SMEs and a social investment fund for rehabilitating women affected by the Ebola crisis. Partnerships are being explored to mobilize a dedicated catalytic fund for gender to address the financing gap.

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Abbreviations

ADF	African Development Fund
ADB	African Development Bank
AU	African Union
CGP	Country Gender Profile
RISP	Regional Integration Strategy Paper
RMC	Regional Member Country
SEOG	Office of the Gender Envoy
SME	Small and medium-sized enterprises
TYS	Ten-Year Strategy

Update on the Bank's Gender Agenda: Progress, Challenges and Lessons

Key Messages

- 1. The Bank has advanced in the gender space with better expertise in designing projects that address gender inequalities and better empower women, as well as developing the right indicators to measure results.*
 - 2. The Bank is increasingly influential in promoting the gender agenda across Africa, through advocacy and partnerships*
 - 3. Innovative flagship programs for women's economic empowerment are under preparation.*
 - 4. Gender issues are now front and center in the institution at all levels, with an accepted collective responsibility to deliver by senior management.*
 - 5. Resources and capacity remain a constraint.*
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1. Background

- 1.1 The Bank's Ten-Year Strategy (TYS) 2013-2022 reaffirmed the Bank's commitment to promoting gender equality as an economic agenda and for sustainable development in Africa. In response to a call by ADF Deputies to prioritize gender, the Bank has intensified its efforts to strengthen its gender advocacy and mainstreaming gender goals in its operations. The Bank is committed to empowering African women with the skills, resources and opportunities they need to make a full contribution to Africa's economic and social development.
- 1.2 A background paper on gender presented at the ADF-13 Replenishment Meeting articulated the Bank's vision and a renewed commitment to accelerating progress on women's empowerment in the Bank and its Regional Member Countries (RMCs). The TYS highlighted that gender equality was a central part of the inclusive growth agenda and an area of special emphasis for the Bank. It set out a set of actions and milestones for scaling up the Bank's work on gender. In the two years since then, significant progress has been made, despite a number of challenges.
- 1.3 The Mid-Term Review of ADF-13 provides an opportunity to reflect upon the progress on gender initiatives across Bank operations and administration, identify challenges and articulate lessons learned. At this mid-term juncture, the record to date underscores the complexity and magnitude of the task of translating gender-related commitments into action and desired impact.
- 1.4 The objectives of this paper are to provide an overview of the Bank's activities for scaling up gender mainstreaming through its operations. The paper takes stock of progress against the stated objectives of ADF-13 at the strategic and operational levels. It analyses the achievements to date, the main challenges that have been encountered and lessons learned, and proposes adjustments that are necessary to keep this ambitious agenda moving forward.
- 1.5 Following this introduction, section 2 reviews the implementation of the Gender Strategy. Section 3 provides an overview of key operations that address gender. Section 4 highlights strategic priorities and deliverables and section 5 describes advocacy and

partnership initiatives. Section 6 presents activities for improving gender-related statistics. Sections 7 and 8 discuss resource mobilisation and advocacy and partnerships respectively. The key challenges are presented in section 9 and the final section concludes with the lessons learned and proposes the way forward.

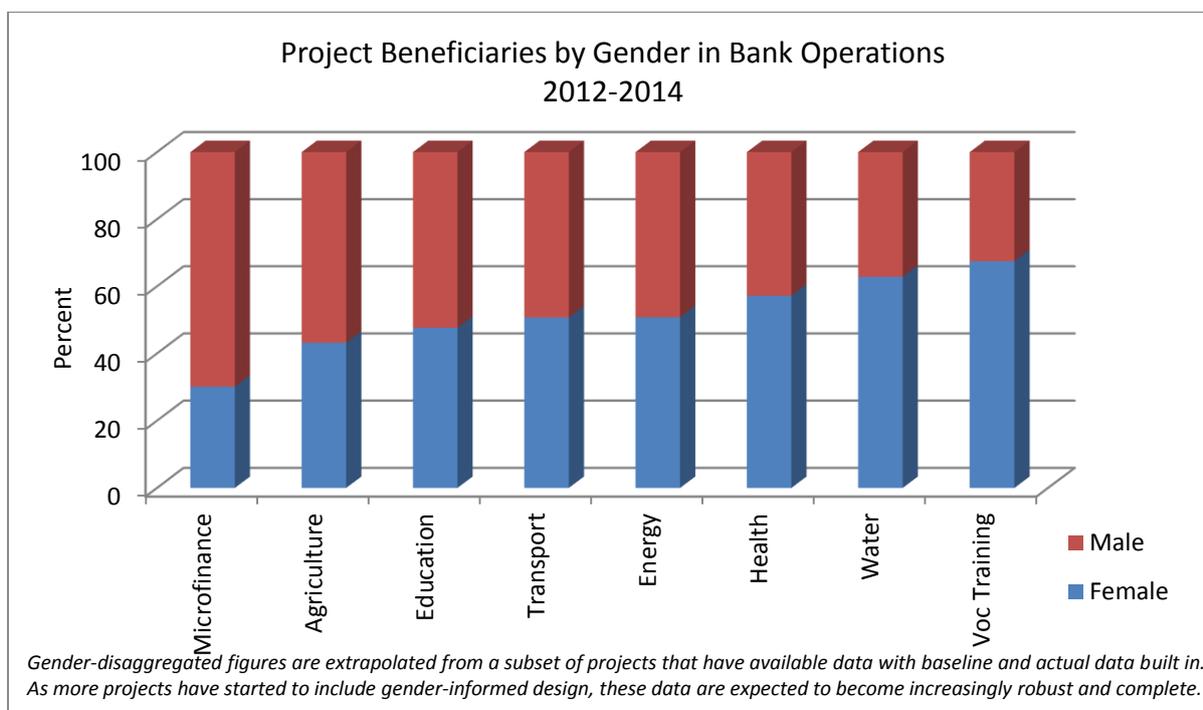
2. Implementing the Gender Strategy

- 2.1 In response to the prevailing and persisting challenges to attaining gender equality on the continent, in September 2013 the President of the Bank appointed a Special Envoy on Gender and established the Office of the Gender Envoy (SEOG) to oversee implementation of the Bank's gender agenda. Working in close collaboration with Senior Management and the Gender Division, the SEOG has undertaken several initiatives to promote gender equality through Bank operations and across the institution.
- 2.2 One of the two major milestones at the internal policy level has been the Boards' adoption of the Gender Strategy, "Investing in Gender Equality for Africa's transformation 2014-2018". The three main pillars of the Strategy are strengthening women's legal status and property rights; promoting women's economic empowerment; and enhancing knowledge management and capacity building on gender. The second milestone, attained in November 2014, was the approval of the "Operationalizing Gender Mainstreaming at the African Development Bank – A Plan of Action". The document proposes five actions to integrate gender into Bank operations and transform the Bank into a more gender-sensitive institution. The actions include (i) creating a cadre of gender focal points (ii) building gender mainstreaming capacity (iii) integrating gender into business processes; (iv) increasing the gender focus in CSPs; and (v) leveraging existing and additional resources.

3. Scaling up Gender Mainstreaming in Operations

- 3.1 New and on-going budget support and investment operations have prioritized the scaling up of gender mainstreaming through a wide range of strategic interventions. Operations in all sectors are placing greater emphasis on gender analysis and developing innovative strategies for promoting women's empowerment and other gender-related outcomes.

Figure 1: Project Beneficiaries by Gender in Bank Operations 2012-2014



3.2 An analysis of gender-disaggregated data from Bank operations over a three-year period (2012-2014) shows that, in the main, projects have benefited women equitably as compared to men. In sectors such as energy, health, transport, water and vocational training, more than 50 percent of beneficiaries were women. Water and sanitation and vocational training projects have been particularly successful in reaching women, with 63 and 68 percent female beneficiaries, respectively. Other sectors, such as agriculture, education and microfinance, have not attained gender equity in beneficiary numbers.

Agriculture

3.3 The large majority of women in the labour force in Africa are involved in agricultural production. However, they are often trapped in low-yield crop production with poor income prospects. They endure hardships linked to poor infrastructure, energy and unfavourable work conditions.

3.4 New projects in agriculture offer innovative approaches to empowering women with the skills, resources and opportunities they need to increase their productivity and income. The Koulikoro Region Food and Nutrition Project in Mali, for example, involves smallholder women farmers in efforts to improve waste-water management and land security. Women-owned vegetable gardens are being developed to facilitate income generation. Women farmers receive literacy lessons and training in management and marketing methods. The project also improves the quality of basic education for girl children residing in project areas. Similarly, in the Lake Chad Basin, women are receiving training to work in the processing of fishery and agricultural products and generation of solar energy. The project has introduced technological innovations to reduce women's working time and increase productivity. Furthermore, women's integration and leadership is being promoted through basin resource users' forums.

3.5 Projects have also identified and resolved infrastructural barriers that restrict women's involvement in economic activities. The needs of women vendors were taken into

account in designing markets in Uganda. Sanitary facilities for women and day-care facilities for children were provided, helping to increase the number of women vendors to more than 70 percent. Agriculture projects also offer channels to mobilize women's participation and leadership through community groups. Women are encouraged to run for office in local bodies and voice their opinions and concerns, so as to have an equal say in natural resource management in their communities.

Energy

- 3.6 Poor connectivity to energy exacerbates the adverse impact of poverty on women's lives. Without access to clean energy, women have to rely on wood and fossil fuels for their households' energy needs. Lack of energy access also impacts provision of critical health and education services to women. Regular supply of clean energy has a transformative effect on women's lives, not just by reducing their workload and improving livelihoods but also by enhancing their health, safety and wellbeing.
- 3.7 In the energy sector, the Last Mile Connectivity Project in Kenya is improving women's access to clean fuel, education, healthcare and employment opportunities. Construction of an energy distribution network in low-income areas is reducing exposure to smoke inhalation, indoor air pollution and the risk of burns from the use of candles and kerosene lamps.
- 3.8 Energy projects have successfully incorporated strategies to train and employ women. In Morocco, the Ouarzazate CSP Power Plant Project has generated employment opportunities for women and youth at power stations. Women are receiving training to upgrade their professional skills to seek employment in renewable energy, agriculture and artisanal projects. Partnerships with women's organizations and associations have been established to help address women's needs and priorities.
- 3.9 Electrification projects, for example in Guinea-Bissau are addressing issues related to women's health, safety and entrepreneurship by powering essential infrastructure. By providing health facilities with uninterrupted power supply, the project will ensure provision of critical health services leading to the reduction of high rates of maternal mortality in the country. Continuous power supply will also improve women's safety and mobility by ensuring that streets in Bissau city are well-lit after dark. Furthermore, some women's organizations will receive support in the form of new cold storage facilities— essential for women farmers to conserve and sell agricultural produce. Out of the 287,000 direct beneficiaries of the project, 145,000 will be women.
- 3.10 The Bank recognises that energy is at the heart of economic growth, social progress and political stability. To enhance policy dialogue, the Bank is supporting the development of the ECOWAS policy for mainstreaming gender in energy access and its implementation strategy

Governance

- 3.11 Small and medium-sized enterprises (SMEs) are significant drivers of economic growth, job creation and poverty alleviation in Africa. However, it is estimated that only a third of formal African SMEs are owned by women. Women often have limited access to finance when establishing SMEs. The Inclusive Growth and Economic Competitiveness Support project supports women's entrepreneurship through the establishment of an SME guarantee and financing scheme in Senegal.

Box 1: Alitheia Investment Fund

It is widely known that SMEs have limited access to finance, particularly when they are women-owned. The IFC estimates that there is a \$20 billion funding gap in financing to women-owned businesses, preventing women from launching micro service or trading businesses. The Alitheia Investment Fund is being established to promote the growth and development of women-led SMEs in sub-Saharan Africa. It plans to raise \$100 million to finance women-led SMEs in agriculture, education, financial services, food processing, health care, tourism, transport and ICT. The Bank is expected to provide equity of \$12.4 million. At least 50 percent of the SME investment will be provided through the fund.

- 3.12 The Economic Governance and Inclusive Growth Program in Mozambique is furthering women's entrepreneurship by improving their access to financial services and helping women overcome barriers that hamper business creation. The Accelerated Growth Strategy & Business Enabling Environment Support project in Burkina Faso established one-stop shops to provide training and assistance to women for business registration. This led to a rapid increase in the number of registered women-led businesses, from 708 in 2010 to 1052 in 2014.
- 3.13 Governance projects also support policy reform and gender-responsive budgeting initiatives to promote gender equality. There is an increased emphasis on the use of gender indicators and collection of gender-disaggregated data to monitor the impact of policies and programs.

Health

- 3.14 Women in Africa carry a disproportionate burden of ill health, as compared to women in other parts of the world. The risk of mortality from infectious diseases, pregnancy and childbirth is substantially higher among African women.
- 3.15 The recent Ebola epidemic in West Africa further exacerbated their health, social and economic vulnerabilities. By nature of their gendered role as caregivers, women had a heightened susceptibility to the disease. They took care of household members who were infected and worked as nurses, midwives and ward cleaners in hospital settings, taking care of sick patients and disposing of contaminated waste. As a result, they faced a greater risk of infection; at the early stages of the epidemic, mortality rates were higher among women. The cascading impact of the epidemic also adversely affected women's livelihoods, as trade and cross-border movements were restricted to contain disease transmission.
- 3.16 The Bank was the first multilateral development institution to finance emergency assistance projects to curb the Ebola epidemic. These projects in Guinea, Liberia, Sierra Leone and Nigeria financed interventions to prevent disease transmission, expand treatment, provide protection gear to health workers and support the rehabilitation of survivors. The Post-Ebola Recovery Social Investment Fund Project follows on from the emergency assistance projects, with the aim of rebuilding social services and restoring livelihoods of women survivors in the affected countries. The project will mitigate the disproportionate socio-economic impact of the epidemic on women, girls and orphans in the region. Restoring health and social services and reviving economic opportunities for women will be the priority. Women will receive grants and training to launch new businesses.
- 3.17 The Support to Maternal Mortality Reduction Project in Tanzania strengthened health systems for reducing maternal and newborn mortality in remote regions. Health

facilities constructed and equipped under the project are now delivering maternal and child health services. Trained health workers have been deployed to the facilities and staff housing has been provided to encourage retention in remote areas.

Microfinance

- 3.18 The Lome market was a central hub for Togolese women working as cloth sellers. Referred to as “Nana Benz”, these women traders are seen as role models of female entrepreneurship in the sub-region. A fire that broke out in the central building of the market in 2013 caused heavy losses and jeopardized their livelihoods, leading to increased vulnerability among women and their children. A new project is being developed to rehabilitate women traders working in the market and promote entrepreneurship. The Financial Inclusion to Support Women’s Entrepreneurship project will provide microfinance to women entrepreneurs to help rebuild their livelihoods. Women traders will receive training and assistance to obtain loans, open bank accounts, set up and expand businesses, obtain insurance and gain access to information networks. It is expected that the financial assistance and technical support will mitigate losses previously incurred and help women diversify and expand their business opportunities and income.
- 3.19 A new financing facility extended to the LAPO Microfinance Bank of Nigeria aims to help women overcome barriers in seeking formal credit for entrepreneurship. The majority of microfinance loans in Nigeria are awarded to women, largely because women are the major participants in retail and petty businesses in the country. The initiative will foster joint liability or group loans to build strong credit history for women borrowers who successfully pay back their debt. Eventually this will allow them to borrow larger amounts and scale up businesses. The project will reach 5 million low-income clients in Nigeria by 2017, out of which 80 percent of end beneficiaries are expected to be women.

Skills and Education

- 3.20 African women entrepreneurs own one-third of all businesses, but are often concentrated in low-productivity areas. In recent years, the Bank has provided vocational training to 95,000 people, with a strong focus on women and vulnerable groups, to try to boost their productivity.
- 3.21 Human capital development projects are increasing the representation of women and girls in science, technology, engineering and mathematics, professions that have traditionally been male-dominated. New education models are encouraging creativity, critical thinking and development of schools systems, to prepare young male and female graduates for the labour market. In Kenya, the Support to Higher Education, Science and Technology project aims to increase the numbers of women in engineering and applied sciences through training at masters and PhD level.
- 3.22 In Rwanda, although more than 50 percent of women are in the labour force, the large majority work in agriculture and the informal sector. The Skills, Employability and Entrepreneurship Program is empowering women with skills to join the productive labour force. The project has strengthened technical and vocational education and training and improved the quality of tertiary education by promoting science, technology and innovation. A quasi-equity fund was set up to support the start-up of SMEs, cooperatives and projects which fail to secure loans from commercial banks.

More than 35 percent of credit beneficiaries were women.

- 3.23 Projects such as Souk At-tanmia in Tunisia and social business pilots in Togo and Uganda are offering training and mentoring to micro-enterprises created by women and youth. A youth training and employment project in Mauritania is promoting gender equity in access to decent employment. The project aims to improve women's entrepreneurship by giving women access to means of production and financial resources.

Transport

- 3.24 Transport plays a crucial role in women's lives, especially among the poor living in remote rural areas. Lack of availability of transport has a critical impact on women's livelihoods and personal safety. In Africa, women tend to face severe constraints in accessing safe, reliable and affordable transport. Upgrading transport infrastructure can improve their mobility, granting them independence to seek information and resources, engage in markets and generate livelihoods.
- 3.25 New projects launched in several countries including Burundi, the Democratic Republic of Congo, Chad and Rwanda are improving women's access to transport. Roads are being designed to accommodate women's special needs, for example, in Zambia, roads are being constructed with 2 meter wide paved shoulders to accommodate women who walk or used non-motorized transport such as bicycles or carts to go to markets, schools or health centres.
- 3.26 The Koumra-Sarh Road Development Project in Chad is having a positive impact on women's lives, not only by improving access through better roads and transport but also through income generation. Women received support to process and sell products such as shea butter, oil and soap through a cooperative. The construction of new roads helped women access markets, reduce their travel costs and improve their profit margins. One female beneficiary reported, "*It is now possible to travel to Sarh, sell our products, and return to Koumra on the same day*".

Box 2: US Treasury Award for Prevention of Gender-Based Violence and Rehabilitation of Survivors

In July 2013; the Emerging from Conflict Multi-sector Support Project in Cote d'Ivoire received a US Department of Treasury high-achievement award. Cote d'Ivoire's political crisis of 2001 had resulted in a sharp deterioration in socioeconomic conditions and an increase in violence against women, including physical, verbal, psychological and sexual violence. The project provided health and psychological treatment and legal assistance to help survivors of gender-based violence reintegrate into the community. The project rehabilitated and equipped two reproductive health departments at regional hospitals. Four gender-based violence centres, 8 social protection centres and 18 health centres were set up to provide free health and psychological services. Survivors of violence against women and members of women's groups also received training in farming and poultry-raising techniques, to help restore their livelihoods. About 3,500 women and girls benefited from the project. In addition, 1.5 million people were sensitized through mass media and interpersonal communication campaigns on the prevention of violence against women.

- 3.27 A highway construction project in Cameroon aims to reduce poverty among women by supporting cooperatives that will facilitate women's access to land and support cash crop cultivation and export. Women's centres will be constructed to provide literacy, vocational training and access to information technology. Women will also receive assistance for developing business plans, strengthen entrepreneurial and management

skills. The project is expected to create 300 jobs for women by developing economic activities along the highway.

- 3.28 Projects such as Tanroads, a road construction project in Tanzania, have introduced a 30 percent quota for recruiting women as construction and maintenance workers. In addition to generating employment, the project will sensitize communities to address the high prevalence of gender-based violence.

Water and Sanitation

- 3.29 Lack of clean water and sanitation has a deleterious effect on community health and wellbeing, with particularly negative consequences for women and girls. Traditionally, women have assumed the heavy burden of walking long distances to fetch water. Similarly, the lack of sanitation facilities in the home compels women to go to unsecured locations outside the home, putting their personal safety at risk. There is also compelling evidence that non-availability of toilets in schools is one of the major deterrents to retention of girls in schools. Significant numbers of girls tend to drop out of school in teenage years when schools do not provide sanitation facilities.

- 3.30 The Lusaka Sanitation program provided support for upgrading the city's sanitation system and generating awareness about hygiene and sanitation. The project is also training women engineers, artisans and masons to get involved in water and waste management and infrastructure development.

- 3.31 By involving women in the management of water kiosks and public sanitation facilities, a project in Nigeria is contributing to their economic empowerment. Social marketing and micro-credit programs are being linked to water and sanitation projects. Women's constraints are taken into consideration when designing project interventions. In Zanzibar, separate toilets were constructed for boys and girls, thereby improving girls' attendance rates. By providing reliable water supply, the project will assist in reducing water-borne diseases, leading to improved health and wellbeing. The project will also contribute to women's agency and voice by promoting their participation in decision-making in water committees.

4. Strategic Priority and Deliverables

Operational Guidelines

- 4.1 The revision of the Bank's operations manual provided an opportunity to strengthen mechanisms for including the gender dimension at project design, implementation and monitoring and evaluation. Project concept notes and project appraisal reports are now assessed and rated for their gender-responsiveness on a scale from 1 to 6 (highly unsatisfactory to highly satisfactory).

- 4.2 A review of the Country Gender Profile (CGP) format was undertaken to identify gaps and propose revisions to improve its quality and utility. The Gender Profiles include a detailed assessment of gender indicators, policies, actions and institutional arrangements in each country. The revised format is expected to have greater relevance and functionality. New operational procedures to mainstream gender in CSPs and Regional Integration Strategy Papers (RISPs) have also been developed and launched. Ideally, the CGPs should be conducted in time to inform the gender components in the CSPs/RISPs, with the two documents presented simultaneously for Board approval.

Results Measurement and Reporting

- 4.3 Given the limitations of existing data to capture gender results and outcomes, the Bank has invested in new data, to inform results measurement and reporting. The African Gender Index provides cross-country data on key gender indicators, giving a more robust picture of gender inequalities across Africa. The Index covers 52 of the 54 African countries and captures three dimensions of gender equality – economic empowerment, human development and laws and institutions.
- 4.4 Another measurement tool, the Gender Marker System, is being prepared for introduction in 2016. It will categorize Bank operations according to their potential impact on gender outcomes on a standard grading scale, to assist with concentrating resources on projects that offer the highest impact on gender outcomes.
- 4.5 In recent years, the Bank has made progress in integrating the gender dimension into project designs. The majority of new projects in 2014 had a gender informed design (85 percent) – up from 44 percent in 2012. Ninety percent of project appraisal reports reviewed in 2014 for gender dimension were rated satisfactory or highly satisfactory, compared to 77 percent in 2013. Seventy-eight percent of the Bank’s completed projects had satisfactory gender outcomes in 2014. In 2009, only 31 percent of public sector operations included gender criteria, compared to the current figure of 77 percent.
- 4.6 The Independent Development Evaluation Department undertook a review on how to integrate gender considerations into the evaluation process, with the findings shared in a 2014 workshop. A rigorous evaluation of gender integration within country evaluations is planned for 2016.

5. Advocacy and Partnerships

- 5.1 The Bank is making use of every opportunity to enhance the visibility of the Special Envoy at high-level advocacy events and to build up its external partnerships. The Special Envoy has played a role at major policy events across Africa and internationally, wherever women’s economic empowerment is on the agenda. High-level policy advocacy has been carried out in RMCs and with partner institutions at the national, regional and international levels.
- 5.2 2015 was declared the Year of “Women Economic Empowerment and Development towards Agenda 2063” by the Heads of State of the African Union (AU). At the AU Summit, the Heads of State asked the Bank to lead the establishment of a special fund for women’s economic empowerment, in collaboration with UNECA and the AU Commission. In this regard, the Bank’s President invited a group of CEOs to form a working group and help the Bank develop a framework for refining the modalities and operations of the facility. The second meeting of the CEO working group was held in Kigali in June 2015.
- 5.3 The International Women’s Day and International Day of No Violence Against Women and Girls saw a number of events organized at the Bank’s headquarters and field offices, including presentations, exchanges and debates on pertinent gender issues. Other noteworthy advocacy events included a round table on the ‘Kenya Gender Agenda’ in Nairobi in March 2015. Participants included representatives of donors, CSOs, academia and the private sector who are associated with the National Gender

Sector Working Group.

- 5.4 At the Committee on the Status of Women (Beijing+20) meeting in New York in March 2015, the SEOG hosted two side events on agriculture and financial inclusion. During the Bank's Annual Meeting, the Africa Gender Index was launched and the first meeting of the Finance Ministers Community of Practice on financing for gender results was chaired by the President. At the World Economic Forum in South Africa in June 2015, a flagship study on the state of gender equality entitled "Where are the Women: Inclusive Boardrooms in Africa's Top Listed Companies", was launched. The report gave an outlook on how Africa's top listed companies are faring against those in other emerging markets on including women in their boards.

6. Gender Data and Statistics

- 6.1 A number of initiatives have been undertaken to strengthen the availability and utilization of gender data and statistics. Training programs have been held in a number of countries. For example, the "Gender Statistics and Analysis: Inequality in Asset Ownership" course in Ghana and Tunisia trained participants from more than 20 countries on data collection on individual-level assets in household surveys. Measurement of individual-level asset ownership and entrepreneurship will provide useful data needed to determine the extent of prevailing gender inequalities.
- 6.2 Under the Civil Registration and Vital Statistics initiative, capacities of country-level institutions for collection of sex-disaggregated data on births, deaths, marriage and divorce are being strengthened. Civil registration systems will gain greater capacity to generate data needed to safeguard the rights and privileges of individuals. This data will help women exercise their legal rights and access social protection programs.
- 6.3 In collaboration with UN Statistical Division, the Bank is piloting a methodology for measuring asset ownership and entrepreneurship from a gender perspective. Data on individual asset ownership and control and entrepreneurship will be collected through national surveys in Swaziland and South Africa. In 2013, the Bank hosted heads of national statistical offices for a training seminar on measuring gender asset ownership. Since this training, several countries, including Liberia, Sudan, Uganda and Rwanda, have increased their use of gender-based indicators at the national level.

7. Resource Mobilization

- 7.1 The Office of the Special Envoy on Gender has undertaken several resource mobilization initiatives to support gender advocacy and operations. Funding mobilized from the governments of Korea (\$600,000) and Norway (\$150,000) was used to support the African Women Economic Summit, a forum to promote women's access to finance, held in Zambia in July 2014. DFID has committed £650,000 towards development of a gender component in infrastructure and private sector projects. Additionally, funds were mobilized from Canada, Sweden and Finland for capacity building activities on gender. Further efforts are underway to mobilize funding from the private sector and other donors to set up an African Women's Economic Empowerment Financing Facility.

8. Knowledge Products

- 8.1 At the Bank's Annual Meeting in 2015, the President launched *Crossroads* magazine, which tracks progress since the gender strategy was adopted in 2014, alongside the Gender Index. Since its launch, it has been downloaded 328 times from the Bank's website. At the World Economic Forum – Africa in June 2015, the flagship “Where are the Women: Inclusive Boardroom in Africa's Top Listed Companies” was launched.

Box 3:

New flagship initiatives have been launched by the Office of the Gender Envoy on Gender to achieve gender equality and women's empowerment through innovative approaches.

- Fifty million women entrepreneurs are being linked through an interactive platform to exchange knowledge and information. This African digital marketplace project has secured USD 10 million in funding, and both EAC and COMESA have expressed interest in partnerships.
- A Social Investment Fund for Ebola-affected countries will support recovery efforts, including rehabilitation of women. The project will be submitted to the Board in October 2015 with a contribution of USD 40.8 million from the Bank and co-financing of USD 5 million from the US State Department.
- A study has been launched to explore ways of enhancing women's participation in the Global and Regional Agricultural Value Chain.

The Bank will host the secretariat of the African Finance Ministers Community of Practice on “Financing for Gender Results”. The first meeting was held at the Bank's Annual Meetings in Abidjan, chaired by the President of the Bank, and will become a regular event during the Bank's Annual Meetings

- 8.2 A flagship report on “Enhancing Economic Empowerment of Women through Equitable Participation in Agricultural Value Chain” was launched in August 2015, in front of both public- and private-sector stakeholders from the countries examined by the report. The study will inform the Bank's efforts to empower women working in the cocoa, coffee, cotton and cassava sectors in Côte d'Ivoire, Ethiopia, Burkina Faso and Nigeria, respectively. New agriculture projects with a strong gender component will be developed in each of these countries based on the findings and recommendations of the study.

9. Key Challenges

- 9.1 The process of introspection undertaken to reinvigorate the gender agenda at the Bank uncovered a number of challenges that constrain progress in this area. The Bank is preparing a number of measures to address these challenges.
- 9.2 Availability of Resources: Lack of financial resources has been a key constraining factor in undertaking any large-scale initiative on gender. Within operations, gender issues cannot be adequately prioritized because of limited availability of financial resources earmarked for gender. This limits scope for implementing the Gender Strategy, sector-specific strategies and various gender-related action plans. Task Managers frequently cite limited budget availability as an obstacle to undertaking studies on gender issues or to including gender-specific interventions in their projects.
- 9.3 Internal and External Capacity: Limited capacity and expertise in gender both within the Bank and across RMCs has been another challenge. The few gender specialists in the Bank are not enough to support a project through all its phases, from appraisal

through implementation to evaluation. Similarly, limited expertise on gender is available during the preparation of CSPs and individual operations. To address this, the Bank has appointed Gender Focal Points within each department. It is providing training to staff and developing a Community of Practice on gender, to facilitate the sharing of knowledge and lessons learned. At the country level, partnerships with national gender experts and institutions will strengthen the supervision of gender components in projects.

- 9.4 Data and Measurement: Translating the Bank's gender agenda into practice has been hindered by a lack of data on gender indicators and weak measurement capacity. In general, there is a paucity of empirical data on gender, including baseline surveys, impact studies and knowledge on best practices. Projects are often challenged to establish even baseline figures on gender measures, making it difficult to formulate goals, targets and objectives and monitor progress and impact. Gender-disaggregated data are not collected through project monitoring systems, making it difficult to identify differential impacts on women and men. Due to the high cost of undertaking population-based surveys, data on gender variables are generated infrequently. Inadequate resources, both human and monetary, restrict the ability to generate analytical research and conduct surveys on gender topics that are relevant for operations.

10. Lessons and Way Forward

- 10.1 The adoption of the Gender Strategy signalled the Bank's renewed commitment to gender equality. Its implementation is premised on an ambitious process of internal and external transformation. Lessons have been drawn from past successes and failures and new tools and strategies are being implemented to improve the effectiveness of gender mainstreaming in operations. One of the key lessons learned is that the change process is complex and arduous. It encompasses a range of activities and calls for reform over a longer time horizon. The benefits of these measures will be seen in the coming years.
- 10.2 There is no question that the Bank has moved a long way towards mainstreaming gender into its operations, processes and policies. Since the beginning of ADF-13, there have been some significant achievements, including the appointment of the Special Envoy, more systemic treatment of gender issues in CSPs, revision of the Country Gender Profiles, enhanced gender mainstreaming at project level, and a significant scaling up of policy dialogue and advocacy on gender issues.
- 10.3 Staff capacity is being strengthened, with the appointment of 85 gender focal points across departments, field offices and regional resource centres. This will be accompanied by a comprehensive gender training in the months of September and October 2015 and the establishment of a Community of Practice on gender. A consultant has been engaged to develop the gender marker system that will categorise projects according to gender impacts, to facilitate more targeted use of limited gender resources. Another consultant has commenced working on gender mainstreaming in infrastructure, governance, private sector and regional integration.
- 10.4 While much has been achieved, there is still much to be done to advance the Bank's commitment to gender equality. The wide spectrum of activities launched so far have demonstrated positive results and attest to the progress made. The successful implementation of the Gender Strategy will require concerted, concrete and repeated

actions which will slowly create the cultural and organisational basis for change. Resource constraints for implementing the gender agenda has been a major stumbling block. Efforts are underway to establish a Gender Fund to finance flagship initiatives in policy and operations. Further, it is acknowledged that while resource constraints are frequently cited as implementation barriers, it is the lack of technical expertise that is the primary barrier. There is therefore considerable scope to do better, even with current resources. Filling the resource and capacity gaps will enable the Bank to move further and faster in translating its gender commitments into action, building on the momentum developed over the past two years.

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