

AN EVALUATION OF WORLD BANK SUPPORT, 2002–08

Gender and Development

EVALUATION SUMMARY



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Foreword

The third report from the Independent Evaluation Group (IEG) on the World Bank's support for gender and development, this evaluation considers progress over the period fiscal 2002–08, following the Bank's 2001 Gender Strategy. When compared with Bank support during fiscal 1990–99, which was assessed in IEG's previous gender evaluation (IEG 2005), gender integration improved in scope and quantity during 2002–08. Although gender-related benchmarks are difficult to establish, when compared with self-assessments of other multilateral agencies, the Bank's gender integration at the project level is comparable or better, although certain bilaterals do better.

delivered good results for gender equality outcomes, yet less than a quarter did so when this was not so. The 2007 Gender Action Plan, which encourages gender integration into selected sectors, fills this lacuna to some extent, but there is the need to broaden and formalize the plan's approach to ensure sustained gender integration and institutional accountability.

Second, implementation of the Bank's gender policy, initially strong, weakened between fiscal 2006 and 2008. Country Gender Assessments, the principal tool underlying the 2001 Gender Strategy, were not being updated or undertaken, and implementation of the country-level ap-




Some 42 percent of the 138 projects reviewed in 12 countries on which the evaluation focused contributed to outcomes in gender equality in three domains—investment in human capital, access to economic assets and opportunities, and voice in development. At the country level, Bank support contributed substantially to changes in 4 of the 12 focus countries, modestly in another 6, and weakly in 2.

Two important evaluation findings suggest that action is needed to strengthen and sustain progress. First, the Bank's policy requires Country Assistance Strategies to specify operational sectors where the Bank is to integrate gender concerns into its support based on gender assessments. This approach narrows the coverage of the policy that was applicable in the 1990s, when consideration of gender was more generally required during project appraisal without being restricted to specified sectors. This evaluation finds that such a country-level approach can result in missed opportunities and reduced development effectiveness. Among 138 projects reviewed in the 12 focus countries, 63 percent of those that integrated gender considerations

proach weakened markedly. Gender integration at the project level, as seen by four complementary criteria used by IEG, declined between 2006 and 2008, but it rose (recovering to near the 2003 peak) when measured by one of these four criteria that management employs (IEG's criteria were adapted from these). Insufficient action to implement the accountability framework and to establish a tracking and monitoring system, both of which had been envisaged in the 2001 strategy, were likely contributing factors.

The evaluation recommends several actions to regain and sustain the momentum of gender integration achieved earlier in the evaluation period and to improve the development effectiveness of Bank support. In addition to strengthening management commitment to gender integration, actions include redoubling efforts to institutionalize the accountability framework and develop the monitoring system envisioned in the 2001 Gender Strategy, establishing a results framework, and broadening the requirement for gender integration at the project level.


Vinod Thomas

Gender is a matter of development effectiveness. (World Bank Gender Strategy)

The World Bank's current gender policy draws on the 2001 Gender Strategy (World Bank 2002b) endorsed by the Board. Subsequently, instructions to staff were reflected in a revised Operational Policy (OP) and Bank Procedure (BP) 4.20. Together, they aim to help client countries reduce poverty and enhance human well-being by addressing gender disparities that are barriers to development.

The policy embodies a country-level approach that requires the Bank to prepare Country Gender Assessments (CGAs) for all active borrowers and to reflect the CGA findings in Country Assistance Strategies (CASs). In sector and thematic areas where the CAS has identified the need for priority gender-responsive actions, managers and staff are instructed to ensure that Bank-supported activities are gender responsive.

This evaluation, which covers the period fiscal 2002–08, finds that the Bank made progress in gender integration, compared with an earlier evaluation by the Independent Evaluation Group (IEG) on gender covering the period fiscal 1990–99. Gender integration into Bank support increased both in quantity and in scope, and more than half of relevant projects integrated gender concerns.

With regard to outcomes, detailed reviews were undertaken in 12 focus countries. The evaluation finds that Bank support likely contributed to improving gender equality-related outcomes in three domains—investment in human capital, access to economic assets and opportunities, and voice in development—substantially in 4 of the 12 countries, modestly in another 6, and weakly in 2. At the project level, 42 percent of relevant projects in the 12 focus countries generated substantial outcomes that contributed to progress in one or more of these domains.

Two sets of issues qualify these generally encouraging signs of progress. First, the evaluation finds that the implementation of the Bank's gender policy, initially strong, weakened in the latter half of this evaluation period. Insufficient steps to implement an accountability framework and to set up a monitoring system—both of which had been envisaged in the 2001 Gender Strategy—were likely contributing factors. Second, two key gaps in the Bank's current gender policy diminish its relevance: the absence of a results framework in the 2001 Gender Strategy and the replacement of what

was previously a more generalized gender mainstreaming approach at the operational level with the more selective country-level one. The 2007 Gender Action Plan (GAP) broadened the focus somewhat to include certain key sectors that are typically the focus of Bank support. However, IEG is of the view that the absence of strong linkages between the GAP and the 2001 Strategy blurred the Bank's overall policy.

This evaluation recommends several actions to regain and sustain the momentum of gender integration that was evident in the first half of the evaluation period. These include redoubling efforts to institutionalize the accountability framework and develop the monitoring system envisioned in the 2001 Gender Strategy, establishing a results framework, and restoring a broader requirement for gender integration at the project level.

The Bank and Gender

In 1977 the World Bank was the first multilateral institution to appoint a Women in Development Adviser. In 1984 the Bank issued Operational Manual Statement (OMS) 2.20, which called for Bank staff to consider women's issues as part of the social analysis undertaken during the appraisal of an investment project and to assess and address through project design any disadvantageous effects on women (see figure ES.1).

A decade later, in 1994, the Bank issued OP 4.20 on Gender and Development (World Bank 1994) based on a strategy paper. Taken together, the strategy and the OP gave gender a central place in the Bank's country-level development model. Through this gender policy, the Bank aimed to address the policy and institutional underpinnings of gender disparities that constrained development effectiveness within a client country. The policy rightly underscored the importance of country ownership and commitment for Bank support to be effective in helping to reduce gender disparities. Two points of entry—one through the CAS and the other through project appraisal—provided the means to integrate gender considerations into Bank support for the next several years.

In April 2001 the Bank strengthened the country-level approach through a gender strategy paper discussed at the

Board (*Integrating Gender into the World Bank's Work: A Strategy for Action*; World Bank 2002b). The 2001 Strategy reiterated the Bank's aim to help countries reduce poverty, enhance human well-being, and increase development effectiveness by addressing gender disparities that are barriers to development. It introduced the use of a new diagnostic tool—the CGA. The Strategy promised that a CGA for every active borrower would be completed by fiscal 2005. CGAs were expected to inform CASs, which were to include, as relevant, gender-responsive interventions. In sectors and themes that the CAS identified as priorities for gender, sector managers and task teams were to ensure that gender considerations received appropriate treatment in operations.

Regarding interpretation of the Bank's gender policy, management considers that the 2001 Strategy and the subsequent OP/BP 4.20 replaced the provisions of OMS 2.20, Project Appraisal, by absorbing them into the OP/BP process. Under OP/BP 4.20, the entry point for addressing gender issues during project appraisal thus applied only to projects in sectors and themes that CASs identified as a priority for gender.

In addition to the above, four specific policies (OP 4.10 on Involuntary Resettlement, OP 4.12 on Indigenous Peoples, BP 4.30 on Forests, and OP 2.30 on Development Cooperation and Conflict) also require consideration of issues related to women, namely as part of vulnerable groups. These policies continue to maintain a project-level entry point.

Although the updated OP 8.60 on Development Policy Operations (DPOs), approved in August 2004, does not explicitly require that DPOs address gender dimensions of development, it does require that all DPOs examine the poverty and social impacts of the reform programs supported by the operation. A Good Practice Note encourages the integration of gender into such impact analysis. In 2006 the Bank launched a four-year GAP, "Gender Equality as Smart Economics" (World Bank 2006b), which it implemented beginning in January 2007. The evaluation finds that the GAP returned to the sector-specific and project-level approach of the earlier OMS 2.20, emphasizing integration of gender into operations and activities in predetermined economic sectors of importance for women's economic empowerment.

Scope of the Evaluation

This evaluation seeks to assess the effectiveness of the Bank's gender policy between fiscal years 2002 and 2008. To gauge the extent to which the Bank actually implemented its policy while keeping country coverage manageable, the evaluation selected all client countries that had a population of more than 1 million and that had implemented at least two Bank-supported investment projects during the period. This yielded a sample of 93 countries. In these

countries IEG conducted an exhaustive desk review, looking at investment projects worth \$88 billion (1,183 projects, constituting 90 percent of all investment loans made during the period). Separately, the evaluation reviewed gender integration in 307 DPOs approved during the period. In addition, the evaluation reviewed all 48 identified CGAs, 74 Poverty Assessments, and 140 CASs.

To assess the outcomes of Bank support, the evaluation used in-depth country case studies. The evaluation examined Bank support in 12 countries randomly selected from a stratified weighted sample of the 93 countries. In these 12 countries, the evaluation reviewed the results of all lending activities that closed after fiscal 2003. Additionally, at the request of World Bank Board members, the evaluation team undertook a review of Bank support for gender in Afghanistan. With respect to the GAP, the evaluation was limited to assessing its objective and design, as it is too soon to assess results even on a preliminary basis. Finally, the evaluation did not focus on International Finance Corporation activities, given IEG's proposed evaluation of IFC support for gender in the near future.

Appropriateness of the Gender Policy

The objectives of the Bank's gender policy are directly relevant to the Bank's mandate of poverty reduction and economic development. The policy is sufficiently flexible that the Bank was able to respond to country-specific settings, issues, and priorities. For instance, to mitigate local sensitivities, the Bank was able to adapt and "package" its support for gender in the Republic of Yemen using a social inclusion approach; at the same time it retained a direct gender equality approach in the Philippines. However, the absence of an explicit results framework translating Bank support for gender into specific gender-related outcomes diminished the policy's relevance.

The evaluation found another factor that also tended to diminish the relevance of the Bank's gender policy: the narrowing of the entry point for gender integration at project appraisal to specific priority sectors indicated in CASs. To illustrate, if only the health and education sectors were identified in CASs as being of strategic importance for gender in a given client country (for instance, Pakistan 2006 and Bolivia 2004), under OP 4.20, Bank staff responsibilities to address gender considerations would be limited to activities in these sectors. An agricultural or a municipal services project in either country that did not integrate gender considerations, even if it were highly beneficial to do so in these specific cases, would nevertheless be fully consistent with OP 4.20 (World Bank 2003c).

In addressing strategic country-level issues, the evaluation found that the relevance of the OP/BP 4.20 was (and re-

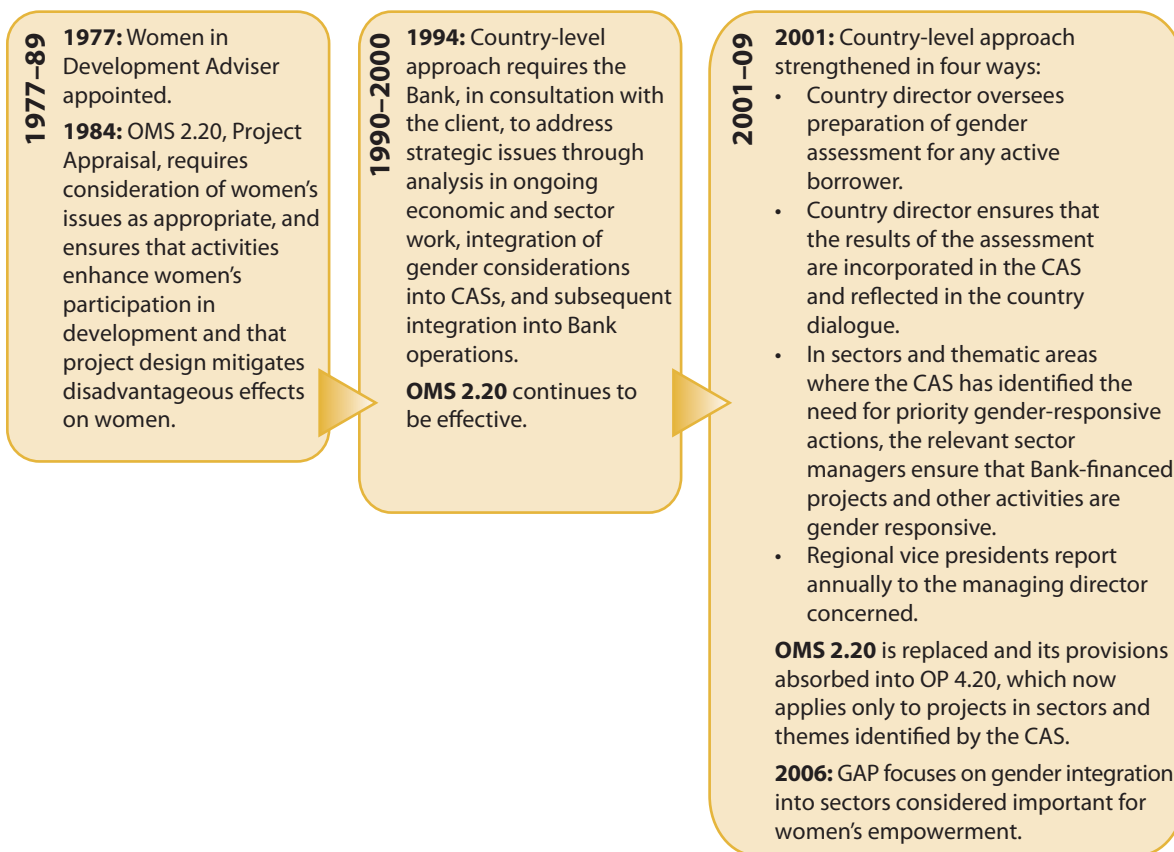
mains) high. Where the Bank had addressed institutional and policy reform (for example, Bangladesh, Benin, and Ghana), the evaluation found that client demand was critical for successful implementation. However, an important distinction arises between support for such policy and institutional reform and support that aims to directly increase the access of the poor to human, social, and economic services and resources. With the latter form of support, because of the different gender-related roles and responsibilities, the evaluation found that men and women often did not have equal or fair access to project benefits unless project design expressly took steps to mitigate the impact of local gender practices that inhibited such access in the first place.

Such an obligation (that is, to ensure gender-responsive project design) cannot be made contingent on client demand or only in sectors and themes identified in CASs—it is a matter of relevance, efficiency, and efficacy, and thus a matter of development effectiveness (box ES.1). This was the spirit underlying the provisions of OMS 2.20. Further-

more, given the evaluation’s finding that CASs did not systematically identify priority sectors for gender integration and that the links between CASs and operations are difficult to monitor, the distinction between country-level or “strategic” policy and institutional reform and project-level design features becomes critical. The failure to make this distinction and the resulting identical treatment of the two types of Bank interventions under OP/BP 4.20 diminished the relevance of the gender policy.

Starting with its establishment in 2007, in recognition of shortfalls in gender integration at the operational level in selected sectors, the GAP encouraged gender mainstreaming by providing staff with incentives to integrate gender into predetermined sectors and activities. These steps augmented relevance (and in that respect made the GAP a positive force for change), but the introduction of the GAP without appropriate policy foundations—including the requisite backward links to CGAs and CASs as required in OP 4.20—had the effect of blurring the Bank’s overall gender policy.

FIGURE ES.1 Evolution of the Bank’s Approach to Gender, 1997–2009



Source: IEG.

Note: CAS = Country Assistance Strategy; GAP = Gender Action Plan; OMS = Operational Manual Statement; OP = Operational Policy.

Implementation of the Bank's Gender Policy

The quality, scope, and extent of gender integration into Bank support improved significantly in the evaluation period, compared with an earlier IEG evaluation covering 1990–99. Whereas the previous evaluation found weak integration into sectors other than those related to human



development, this evaluation found significant expansion in integrating gender into thematic areas such as microfinance, land management and administration, and justice reform.

Overall, higher levels of gender integration occurred in Regions with lower levels of gender equality and/or greater gender-related constraints to poverty reduction. The South Asia Region posted the highest levels of gender integration and the Europe and Central Asia Region the lowest. The prevalence of gender mainstreaming in fragile states and in International Development Association countries was also higher than in International Bank for Reconstruction and Development countries—a priori a desirable pattern.

The Bank implemented its gender policy well during the first few years of the evaluation period. Many CGAs were undertaken, and subsequent CASs were more likely than previously to discuss gender issues, propose a program of action, and include at least one gender-relevant monitoring indicator. Gender integration into relevant projects increased, peaking at 64 percent in fiscal 2003.

Despite this promising start, implementation subsequently weakened. Between fiscal 2006 and 2008, only nine additional CGAs were undertaken or updated, even though the 2001 Gender Strategy had called for completion of CGAs (either as self-standing documents or otherwise) in all active borrowers by fiscal 2005. Although CASs increasingly discussed gender issues, particularly in relation to Poverty Reduction Strategy Papers and the Millennium Develop-

ment Goals, the evaluation found a decline in the frequency of meaningful gender integration into CASs.

One key weakness was that CASs often did not specify priority sectors or themes for the integration of gender concerns, which weakened the link between CASs and operations. The lack of effective monitoring of the country-level approach further weakened the implementation of OP 4.20. Gender integration at the project level declined between 2006 and 2008, after improving early in the evaluation period and peaking in 2003, when measured by four criteria that IEG used; it did rise (recovering to approximately the 2003 level) if measured by one of the four of these criteria that the Bank management uses, that is, presence of gender analysis or discussion.

Despite the lack of explicit coverage of gender issues in OP 8.60, the evaluation found increased discussion of gender issues in DPO program documents, compared with fiscal 1990–99, the period covered by the previous IEG evaluation. It also found at least one gender-related measure or action in 53 (about 17 percent) of the 307 DPOs approved for the 93 countries during the evaluation period. Most gender-related analysis, actions, and monitoring efforts remained focused on health, education, and safety nets. Gender integration outside these areas remained limited. Nevertheless, this trend represents progress that needs to be recognized, tracked, and built upon.

Finally, the evaluation finds that the introduction of the GAP in 2007—issues of fit with the Bank's gender policy as currently configured notwithstanding—laid the groundwork for revitalizing the gender integration agenda by providing fiscal incentives to address gender in Bank-supported operations and analytical work.

Institutional Arrangements and Incentives

A review of policy coherence and institutional arrangements relating to the Bank's gender policy points to several factors that may underlie the drop in implementing OP 4.20. In particular, the Bank did not establish important corporate-level institutional arrangements identified by the 2001 Strategy as necessary to underpin the shift to the country-level approach. Targeted funding to pursue gender concerns was fully available only in fiscal 2002 and not again until fiscal 2007 and 2008, after the Bank had put the GAP in place.

The 2001 Strategy promised that “an effective system of monitoring and evaluation” would be in place by fiscal 2002 to monitor the implementation of the country-level approach. This evaluation finds that the Bank did not fully implement such a system. In addition, the Bank had planned annual monitoring reports, but it presented only three such reports to the Board before fiscal 2006 (World Bank 2006c, 2004d, 2003b). Subsequently, the Bank subsumed monitoring of support for gender under the Sector

Strategy Implementation Updates, although the Poverty Reduction and Economic Management Network Gender Group has continued to prepare annual progress reports—focusing among other things on implementation of the GAP—for presentation to the Board. In addition, in fiscal 2008 the Bank’s President required country directors to report on what they were (and could be) doing to enhance women’s economic empowerment.

Results of Bank Support in 12 Focus Countries

IEG reviewed a portfolio of 164 Bank-supported projects and DPOs in 12 focus countries. All of these projects and DPOs closed after fiscal 2003 and before fiscal 2009, and all had an Implementation Completion Report available. IEG reviewed these projects and programs, focusing notably on how Bank support contributed to reducing gender disparities in three domains: investment in human capital, access to economic assets and opportunities, and voice in development planning and implementation. For each domain, the evaluation identified goals and objectives (from the CAS or other relevant documents). Where there was little evidence in Implementation Completion Reports, CAS Completion Reports, or other relevant documents, and where the evaluation team had not conducted a field assessment, the evaluation rated the results as modest. It used a common set of indicators identified in chapter 6.

An initial review indicated that 138 of the 164 projects and programs could plausibly have influenced outcomes related to gender equality or women’s empowerment in at least

one of the three domains. Many of the 138 relevant initiatives were innovative and successful in addressing gender issues—42 percent of the projects generated substantial relevant results in terms of gender outcomes.

Of the 12 countries, substantial results were achieved in four countries in at least two domains, and Bank support was judged sufficient to have plausibly contributed to systemic changes in gender outcomes. In another six countries, the Bank’s contribution was modest, with results confined to one domain (or even to one sector) and unable to improve the environment for gender equality or women’s empowerment significantly. The results were insufficient to address gender power relations, gender-based division of labor, local decision-making processes, or the management of resources. In the other two countries, results were weak and limited to a single domain. For these reasons, the Bank’s contribution to progress in gender equality was judged to be low.

Findings and Recommendations

The evaluation finds that the objectives of the Bank’s gender policy were relevant and that the Bank’s support for gender over the evaluation period as a whole was stronger than in the 1990s, the period covered by IEG’s previous gender evaluation. There is also some evidence that the Bank shifted its focus toward countries with higher levels of gender disparity. Outcomes were significant—42 percent of relevant projects in 12 countries achieved substantial results. Bank support was more successful in countries where demand for gender work by the client was greater, such as in Ghana and Bangladesh.

BOX ES.1

ADDRESSING GENDER ISSUES IS A MATTER OF DEVELOPMENT EFFECTIVENESS

Through conditional cash transfers and student bursaries, Bank support contributed to increased enrollment of girls in schools. Supporting microfinance institutions to provide credit to women in a culturally appropriate manner improved their decision-making powers within households. Focused attention on ensuring that women benefited from temporary work generated by Bank-supported construction created new opportunities for women and reportedly ensured equal wages for equal work. Support for enhancing women’s voices at the community level helped give women legitimacy in participating in public activities in several countries. Supporting the engagement of women as decision makers in designing activities for a rural road project resulted in the construction of footpaths, which women prefer because they are the easiest and safest way to take their animals to pasture and to collect firewood and water.

In contrast to this progress with women, Bank support has not been equally effective in fostering retention of boys in schools in countries where this is an emerging issue. Similarly, providing training of trainers for extension services predominantly to men—in a context where women overwhelmingly ran family farms and were limited by local norms from attending meetings—diminished project efficacy and reduced development effectiveness. Weak support for gender-aware reform of the agricultural sector could have exacerbated inequities for women, who constitute a significant group of the informal labor in many countries. Failure to integrate gender into Bank support for local governments reduced development effectiveness and resulted in missed opportunities to ensure gender-aware development at the local level, where the risks of elite male capture are typically high. Finally, individual women’s needs differ, depending on their responsibilities and roles. Consulting only wives of community leaders resulted in the provision of insufficient water at inconvenient times to women from poorer households.

Source: IEG.

However, the evaluation found that although the implementation of the country-level approach envisaged in the 2001 Gender Strategy and reflected in OP/BP 4.20 began well, it weakened markedly after fiscal 2005, both at the country and project levels. This decline in gender integration shows that the momentum evident in the first half of the evaluation period was lost. The 2007 GAP helped reinvigorate the agenda, but any such initiative needs to be sustainably institutionalized and set within a policy framework covering the project level, with a clear overall results framework.

The evaluation found that to be effective, gender integration needs to address strategic issues (institutional and policy reform) that would help facilitate and sustain gender and development outcomes in the field. By their nature, strategic issues need to be addressed selectively and opportunistically, for such support can be effective only with client commitment and ownership. At the operational level, ensuring a gender responsive project design, when appropriate, is necessary for development effectiveness. Because of the different roles and responsibilities of men and women, the evaluation found that in roughly 75 percent of Bank operations, women (and, in some untypical cases, men) will participate less and benefit relatively less from project activities if the design does not mitigate such impact. The GAP attempts to compensate for this, and its policy base should be strengthened and formalized, either through revision of OP 4.20 or through restoration of broader gender-related provisions along the lines of OMS 2.20.

To strengthen accountability, it is important to formulate a results framework to underpin the gender policy. This would help target a coherent and mutually reinforcing set of outcomes to support the gender and development goals of Bank clients. Additionally, a well-functioning monitoring system to assess implementation of gender-related policies and the results at the operational and country level, as envisaged in the 2001 Gender Strategy, is essential. In addition, accountability for policy implementation needs strengthening through provision of resources and training for all Bank managers.

Finally, the Bank needs to use the significant flexibility provided by its gender policy in tailoring its support to different contexts. In countries with higher levels of gender parity (such as Colombia or the Philippines), it may be suf-

ficient to focus on gender issues in a single sector. However, in countries with higher levels of gender inequality, there is a need to mainstream gender issues within and across different sectors in a mutually reinforcing manner if desired outcomes are to be achieved. In these countries, it is also critical to strengthen Bank support for gender-aware institutional reform, particularly at the subnational and local government levels, and to reinforce the demand for reduced gender disparities through appropriate incentives.

To ensure a better understanding of the gender policy and to ensure its effective implementation in a manner that will contribute to reducing gender disparities and empowering women in the Bank's client countries, the evaluation recommends several measures:

- Foster greater clarity and better implementation of the Bank's Gender Policy by—
 - Establishing a results framework to facilitate consistent adoption of an outcome approach to gender integration in the Bank's work.
 - Establishing and implementing a realistic action plan for completing or updating country-level diagnostics, giving primacy to countries with higher levels of gender inequality.
 - Extending implementation of the 2007 GAP while formalizing and strengthening its policy basis. An alternative would be to reinstate and strengthen provisions along the lines of OMS 2.20 to restore a sector- and/or project-level entry point for gender.
- Establish clear management accountability for the development and implementation of a system to monitor the extent to which Bank work adequately addresses gender-related concerns, including effective reporting mechanisms. The pivotal role of country directors needs to feature centrally in the accountability framework.
- Strengthen the incentives for effective gender-related actions in client countries by continuing to provide incentive funding through the GAP to strengthen the collection, analysis, and dissemination of gender-disaggregated, gender-relevant data and statistics.

I. Introduction

Management regards the Independent Evaluation Group (IEG) evaluation of the World Bank's support for gender and development as a serious effort to assess the implementation of the Bank's gender and development work. The evaluation findings reflect work conducted through a mix of desk reviews, a few field reviews, and a project portfolio review in 93 countries, with a special focus on results in a sample of 12 countries.

Emphasis on strengthening the Bank's gender support. The emphasis of the report in strengthening the Bank's gender and development work is especially welcome. We note the evaluation's finding that the Bank made progress in integrating gender issues during the 2002–08 period as compared to the 1990–99 period, but, in agreement with IEG, Bank management recognizes that gender issues are not yet adequately mainstreamed across sectors and Regions, and that new measures need to be adopted to speed up progress. This recognition led to the launch in 2007 of a four-year World Bank Group Gender Action Plan (GAP), which IEG notes has revitalized the gender agenda in the Bank and helped increase gender coverage in economic sectors such as agriculture, rural development, finance, economic policy and infrastructure.

Policy relevance and recommendations for new measures. Bank management agrees with the report's finding that the current policy framework for gender and development is adequate and with IEG's recommendations to strengthen monitoring, the results framework, and management accountability. Management also agrees with the importance of ensuring sufficient budget resources to implement the Gender Strategy and with the recommendation to continue the use of incentive funding to strengthen gender and development work. Although progress has been made on some of these crucial elements, IEG's observations will assist future actions. In addition, drawing on the lessons from the GAP, which uses innovative mechanisms to increase gender coverage in operations in key sectors that are not easily mainstreamed, we propose both to tackle gender capacity building using nontraditional training vehicles and to continue making the “business-case” forcefully for gender equality as smart economics, to help increase client country interest.

Analysis of IEG data. Management is grateful to IEG for granting access to its data, which allowed further unpack-

ing of IEG's ratings and results. This enabled two new and useful findings. First, it revealed encouraging performance in the economic sectors during the last two years of the review period, which saw gender coverage increase in these traditionally less-receptive sectors, for instance, from 58 to 71 percent of projects in agriculture, and from 15 to 18 percent in infrastructure. This finding corroborates the Bank's Annual Monitoring Reports, which show that the overall fall in gender coverage in Bank operations leveled out in fiscal 2006 and has since trended upward—an improvement coinciding with the GAP, which targets these sectors. This trend is encouraging, and although levels are still too low, it may indicate that innovative mechanisms, such as the ones put in place by the GAP, can bring about change in sectors that traditionally have been less receptive to gender mainstreaming.

Second, it showed that criteria to measure gender integration need to be adjusted, given the growing complexity of the Bank's portfolio. The aggregate decline found by IEG since fiscal 2006 is largely explained by IEG rating sector-wide institutional reform loans in education low, mainly because they lack individual-level indicators and therefore do not monitor gender-disaggregated impact. Yet these “second-generation” projects, which address sector-wide issues such as curriculum development, teacher training, and education sector salary scales, make up an increasing share of the Bank's education portfolio and target what in many countries may be the largest constraint for girls' education today: schooling quality. Going forward, the analysis of trends in gender mainstreaming needs to take into account both project objectives and portfolio composition.

II. General Comments

Management has comments on the overall policy framework, the results focus of Bank work, and the role of the GAP.

Overall policy framework

Relevance of Operational Policy. Management agrees with IEG on the relevance of the Bank's Operational Policy (OP/BP4.20) on gender to address strategic, country-level gender issues. The policy calls for gender assessment to be discussed in Country Assistance Strategies (CASs). In sectors and thematic areas where the CAS has identified the need for gender-responsive interventions, the Bank's assistance

incorporates measures to address this need. Management notes that the policy is flexible on how the gender assessment is to be done. Management agrees with IEG that it is not the case that a specific piece of economic and sector work (ESW) called a Country Gender Assessment (CGA) is required. The gender assessment may be a stand-alone assessment or it may be carried out as part of other Bank ESW, such as poverty assessments, country economic memoranda, public expenditure reviews, development policy reviews, poverty and social impact assessments, or institutional analyses. Alternatively, it may be an assessment that has been carried out by the country or an organization other than the Bank. Going forward, it is important to ensure that CASs are more consistently informed by gender assessment.

The policy's selective and flexible approach. Management and IEG have discussed and agreed on the appropriateness of the policy's selective approach and the flexible means for undertaking country-level gender diagnostics. This approach goes hand in hand with the movement by all development partners from a fragmented project focus to a more effective and efficient country focus—the aid effectiveness agenda. The Bank's business model calls for a comprehensive assessment of a country's poverty reduction and growth agenda but a selective, prioritized set of activities to support the achievement of the goals of CASs. The gender policy follows that model—calling for periodic analytical work assessing gender issues at the country level that feeds into CASs and selective country programs. It takes into account a long history of IEG findings on the importance of country ownership and working together with other donors based on comparative advantage.

Results focus of Bank's work

Projects and gender—A focus on results. IEG suggests that the gender policy restricts the entry point for gender integration only to sectors mentioned in the CAS. Management notes that the Bank's gender policy framework is wider. Under the current policy framework, project-level entry points are triggered by several factors, which are determined separately for Development Policy Operations, and investment lending operations, notably projects involving safeguards where women's special needs are relevant. This policy framework is consistent with the current strategy.¹ However, and more importantly, the Bank follows a results focus in all operations. Projects outside sectors highlighted in the CAS often mainstream gender concerns when it is a matter of development effectiveness; Bank policy does not require that a gender-informed operation be in a sector highlighted as priority in a CAS.

Gender diagnostics and policy dialogue. IEG's assessment of weak implementation is based on trends in gender integration in investment lending and decreased gender inte-

gration into CASs, which it in turn largely attributes to a significant decline in the number of CGAs undertaken. Management concurs with IEG on the need for country-level gender diagnostics and the importance of integrating gender issues into CASs. We recognize that the treatment of gender in CASs is an area that needs improvement and is a focus of management attention (see World Bank 2009c). We consider stand-alone CGAs as just one of many ways to undertake the required country-level gender diagnosis. As noted above, other options, specified in the gender policy, include integrating gender analysis into key ESW or using analysis produced by the country or an organization other than the Bank. Management's self-evaluation shows that the number of ESW with highly satisfactory or satisfactory integration of gender issues has more than doubled in the latter part of the evaluation period, starting in fiscal 2005 (see World Bank 2009d). Seventy-two of 108 active countries had satisfactory or better gender diagnostics in the 2002–08 period, when counting ESW that according to the policy qualify as full country-level gender diagnostics. Management strongly favors embedding gender assessment in key country diagnostic work and will work with staff to ensure that all gender-informed ESW is properly recognized.

Implementation of the Gender Policy: Analysis of gender integration in investment lending. Management welcomes IEG's efforts to evaluate the progress in policy implementation and acknowledges that measuring progress in gender mainstreaming, by its very definition, is a complex exercise. Management is encouraged by IEG's finding that, as compared to the previous evaluation period (1990–99), there is a significant improvement in the quality, scope, and extent of gender integration in the lending portfolio. We also agree with IEG's assessment based on the current evaluation period (fiscal 2002–08) that there is much room for improving gender integration in the Bank's investment lending portfolio.

Specific actions proposed by management

Strengthen the results framework and monitoring system. Management welcomes this recommendation and notes that the Bank has a gender monitoring framework and reports regularly to senior management on progress in the gender strategy. In addition, the GAP has a results framework and reports regularly to the Board. Nevertheless, the monitoring system can and should be strengthened. As part of the GAP transition plan, management will present to the Board during the second quarter of 2010 a strengthened results framework with quantitative targets and accompanying indicators for key sectors and Regions. These targets will be set in a process involving relevant sector boards and Region departments, based on an exercise carried out in 2008 to quantify senior management's commitment to increase gender mainstreaming in the Agriculture and Rural Development portfolio.²

Work under way on strengthening the existing monitoring system for the Gender Policy. Information on the number of project beneficiaries, disaggregated by gender, is now required for all International Development Association–supported investment projects that have an approval date of July 1, 2009, or later. We plan, through the GAP transition plan, to assist Bank task teams in fulfilling this new requirement. In addition, management is reviewing current and proposed Core Sector Indicators to see which ones could be meaningfully disaggregated by gender.

Management agreement on the need to establish clearer accountability for implementing the Gender Policy, particularly at the level of country director and above. Management proposes to strengthen accountability at the senior level through Managing Director–chaired reviews of the Bank’s annual monitoring reports on implementing the gender policy by the operational vice presidents. In contrast with past practice, this reporting will include progress in implementing the quantitative targets defined above, giving the exercise teeth. As part of the GAP transition plan, it is likely that funding incentives will play a role, notably with regard to country gender diagnostics in key ESW in targeted countries.

Role of the GAP: “Gender equality as smart economics”

The GAP’s fit with the Bank’s policy framework. Management is encouraged by the evaluation’s finding that the GAP, launched in 2007, has revitalized the gender and development agenda at the Bank. Both IEG and management agree that the GAP is an attempt to address weaknesses in gender mainstreaming that have been identified in the Bank’s annual monitoring of the Gender Strategy. Management notes that the GAP focuses on those sectors identified in the 2001 IEG review as being poor performers in gender mainstreaming, precisely in order to improve their performance. Thus, the GAP was a response to reinvigorate gender mainstreaming and does not represent a return to the project-level approach or diminished links to gender assessment and CASs. As noted in the IEG evaluation, the extent of gender analysis in project appraisal documents improved between fiscal 2006 and 2008. Given the additional insights from the analysis of IEG data, management

would like to add that this increase in gender integration in the last two years (fiscal 2006–08) has occurred in a portfolio in which infrastructure and other economic sector operations traditionally characterized by low gender integration make up an increasing share.³ The GAP is an instrument to improve performance of the Bank’s country-led approach, based on the CAS and delivered through tools that include ESW and operations. A total of \$4.2 million in GAP funds has supported 56 pieces of analytical work, many directly linked to key country policy dialogue; country-specific programs in Afghanistan, Ghana, Kenya, Lao PDR, Liberia, and Sudan, among others; and policy research to build the business case for gender equality. Sharing this research and analysis with partner countries increases country demand for gender support.

Furthering the GAP. The GAP is a time-bound effort launched to address weak implementation of the gender mainstreaming strategy in a subset of lagging sectors. As such, a transitional mechanism is needed that, though firmly anchored in the Bank’s existing gender policy, builds on the momentum and lessons of the GAP to strengthen gender coverage in mainstream Bank operations. To this end, as requested by the Board, management is developing a GAP transition plan, to be presented to the Bank’s Board of Directors in the spring of 2010. It will be informed by the independent midterm review of the GAP completed in June 2009.

III. Recommendations

Management’s responses to IEG recommendations are included in the attached Management Action Record matrix. However, management would go further and note other actions we see as potentially equally or more important in preserving the positive momentum in gender mainstreaming generated by GAP beyond its closing date. These steps include the consideration of a World Development Report on gender equality to demonstrate the importance of gender in poverty reduction and growth and provide concrete assessments of what works and why, to increase client demand for gender equality work. Management will identify additional options in the transition plan scheduled for presentation at the Board in 2010.

Management Action Record

IEG Recommendation	Management Response
<p>Foster greater clarity and better implementation of the Bank's gender policy, notably by—</p> <ul style="list-style-type: none"> Establishing a results framework to facilitate consistent adoption of an outcome approach to gender integration in the Bank's work. Establishing and implementing a realistic action plan for completing or updating country-level diagnostics, giving primacy to countries with higher levels of gender inequality. Extending implementation of the 2007 GAP while formalizing and strengthening its policy basis. An alternative would be to reinstate and strengthen provisions along the lines of OMS 2.20 to restore a sector- and/or project-level entry point for gender. 	<p>Management agrees that the implementation of the Bank's gender policy needs improvement and will detail steps to be taken in the GAP transition plan to be presented to the Board in the fourth quarter of fiscal 2010. Management will also prepare and issue a guidance note to staff on the Bank's gender policy framework.</p> <p>Management notes that the Bank has a gender monitoring framework and reports regularly to senior management. Of course, it can be improved and made more results focused. The GAP transition plan will set out how the framework will be strengthened.</p> <p>Management sees the CAS as the link between diagnostics and implementation and as the right place to determine gender priorities in Bank support to all countries in which the Bank has an active program. As noted in the CAS Retrospective (World Bank 2009c), management will work to improve the treatment of gender in CASs and will further monitor that the gender assessment adequately informs the CAS, as required in the policy. Management will report on results in regular gender monitoring reports.</p> <p>Management and IEG agree that the GAP is filling an implementation gap in the Bank's gender policy framework. At the Board's request, management is preparing a transition plan that will extend the gains of the GAP once it ends. The policy basis for the GAP and future action plans is fully adequate. The Bank's relevant policies already determine project entry points for gender.</p>
<p>Establish clear management accountability for the development and implementation of a system to monitor the extent to which Bank work adequately addresses gender-related concerns, including effective reporting mechanisms. The pivotal role of country directors needs to feature centrally in the accountability framework.</p>	<p>Management agrees with the recommendation to strengthen accountability for implementation of the Bank's gender policy, including country directors and operational vice presidents. Management notes that it has monitoring systems in place, but agrees that further work is needed to improve their impact. Starting with the current fiscal year, management commits to an annual Managing Director-level discussion of the comprehensive annual progress report, drawing on inputs from operational vice presidencies.</p>
<p>Strengthen the incentives for effective gender-related actions in client countries by continuing to provide incentive funding through the GAP to strengthen the collection, analysis, and dissemination of gender-disaggregated, gender-relevant data and statistics.</p>	<p>Management agrees that incentive funding continues to be needed for gender disaggregated data and statistics, but adds that transitional incentive funding for analytical and operational work has proven to be effective, as demonstrated by GAP results.</p>

Ravi Kanbur and Jan Piercy

We welcome this comprehensive evaluation of Bank support for gender and development during 2002–08. The period follows the introduction of the Gender Strategy in 2001 and includes the introduction of the Gender Action Plan (GAP) in 2007. We note also management’s responses to key elements of the findings and the interchanges with the Independent Evaluation Group (IEG), as recorded in the end notes of the chapters.

The report finds that the Bank’s performance was better during 2002–08 than during 1990–99, the period covered in an earlier evaluation. However, it also finds that performance weakened in the latter part of the period, compared with the first part of the period under evaluation. We recognize that there are significant issues in measuring “performance.” For example, of four measures, one improved and three deteriorated. Management in its analysis focused on the measure that improved. (See the exchange between management and IEG in endnote 14 in chapter 4). However, overall and taking into account the caveats, we endorse the report’s findings and now briefly discuss their implications. We would be happy to expand on or explain the basis for our conclusions, but are being succinct in accord with guidelines for this response.

A central contention of the report is that Country Gender Assessments (CGAs), introduced after the 2001 Strategy to provide diagnostics to facilitate the integration of gender considerations into country strategies and projects, were not being undertaken or were not being updated, in the latter part of the 2002–08 period. This may have led to dissipation of focus and may thus account in significant measure for the weakening in performance. Management appears to reject this argument (endnote 1 of chapter 2), asserting that consideration of gender is incorporated into a wide range of reports: “A CGA does not need to be labeled as such to provide an actionable gender diagnostic.”

Respecting this point, it is our view, however, that although individual pieces of work such as Country Economic Memoranda, Poverty and Social Impact Analyses (PSIAs), employment studies, and so forth can and should integrate attention to gender, this does not substitute for the CGA, with gender as focal point leading the analysis and providing the policy focus. The CGA can help provide accountability

for gender, highlighting actions needed across sectors and should itself thereby be an important source document for economic and sector work such as the PSIA. This is not to say that the Bank has to do a CGA on its own; indeed, collaborating with other development partners is ideal, creating broader engagement cost effectively and enabling country participants to be involved in one process rather than repetitively with multiple donors/lenders. In some cases, where work of other donors covers what a CGA would undertake, the Bank should utilize this analysis, although it should be imported into a document which management endorses, to maintain focus and accountability on gender and development. We were pleased to see budgets cited for CGAs, as assessing the value of any analysis appropriately should take costs into account.

The failure to follow through on the commitment to produce CGAs for all active borrowing countries without announcing this change in strategy is troubling on governance grounds as well. The GAPs that management appears to regard in some measure as alternatives to the CGA are financed by external funding and will cease when this outside support ends. The Bank’s commitment to gender analysis and action is, however, an ongoing responsibility, all the more so given the established link between progress in addressing gender barriers and achievement of the Millennium Development Goals.

We therefore support the report’s recommendation for “establishing and implementing a realistic action plan for completing or updating country-level diagnostics, giving primacy to countries with higher levels of gender inequality.”

The report highlights the importance of integrating gender into the broad country strategy, as well as into specific operations. Country Assistance Strategy (CAS) inclusion of gender improved significantly in the period under review compared with the earlier period, although performance weakened toward the end of the period (the peak seems to have come in 2003). The report also highlights a tendency to better integrate gender into projects in sectors identified in the CAS as being particularly relevant for gender issues. This contrasts with a gender perspective permeating project design and appraisal for all projects. There is a debate on this between management and IEG (see endnote 19 in chapter 4), but in our view a gender strategy has to walk on both

legs—integration into the overall country strategy and integration to the extent appropriate operation by operation.

We therefore support the recommendation for “extending implementation of the 2007 GAP while formalizing and strengthening its policy basis. An alternative would be to reinstate and strengthen provisions along the lines of [Operational Manual Statement] 2.20 in order to restore a sector- and/or project-level entry point for gender.”

The report also has recommendations on enhancing management’s accountability and incentive funding for gender integration. Although endorsing these points in general terms, we have the following observations:

1. We would have liked to see consideration of what characteristics in managers may be associated with more effective gender integration. In particular, it would have been interesting to include such variables as gender and training of managers in the econometric analysis. We would also have liked to know extent to which management performance reviews take into account gender performance.
2. The findings on training are symptomatic and, quite frankly, shocking:

A second prong of the Gender Strategy was to broaden and strengthen gender expertise in the Bank through training and capacity enhancement, thus minimizing the need for gender specialists. The effect of training and capacity building within the Bank appears mixed. RGCs observe that among higher-level staff—those responsible

for integrating gender into operations—training sessions on gender are not popular. Thus, these sessions are instead largely attended by gender specialists and consultants. Further, at an institutional level, a gender module was integrated into the Bank’s orientation course for all new staff. Between fiscal 2003 and 2006, the PREM Gender Group prepared and presented this module, but it has since been discontinued.... An examination of data available from the Bank’s Learning Management System appears to confirm the observations that higher-level staff do not typically attend gender training (see chapter 5).

We believe that these findings deserve a direct and targeted response from management.

3. We note that the evaluation does not cover the International Finance Corporation because a separate evaluation is due for those operations. However, the findings of this report, and the debates surrounding them, should be fully taken into account in the design of that evaluation.

We conclude by recognizing the report’s finding that the Bank’s performance has indeed improved over the previous decade. This is welcome. However, the weakening in performance in the latter part of this decade highlighted by the report gives cause for concern. Focus on how to maintain and improve the Bank’s performance on integrating gender considerations into its work is required. No doubt the detail of the recommendations will be debated, but their broad thrust is sound, and management needs to take them on board purposively.

Summary of Discussions of Executive Directors and of Board Committee on Development Effectiveness

On December 17, 2009, the Executive Directors (EDs) discussed the document entitled *Gender and Development: An Evaluation of World Bank Support, 2002–08*, prepared by the Independent Evaluation Group (IEG), and the revised draft Management Response. For this discussion, additional data and analysis were shared by IEG and management. Previously, the Board Committee on Development Effectiveness (CODE) considered the IEG evaluation report and draft Management Response on October 28, 2009. A statement by the External Advisory Panel was also made available for the Committee meeting. Based on its review of the IEG report and draft Management Response, the Committee had recommended a subsequent Board consideration.

At the Board meeting held on December 17, there was concurrence with IEG's evaluation that gender was an essential and core development function, and with its findings that the Bank was improving in integrating gender in scope and quality. The EDs and management also agreed with IEG that the Bank can do better on gender mainstreaming. IEG's findings resonated with the Board on the areas identified as key to strengthening gender mainstreaming, including (i) the results framework, (ii) managerial accountability, (iii) Bank budget resources, and (iv) country-level diagnostics. Noting management's intention to address these areas, EDs urged management to quickly take action. In strengthening the integration of gender in the Bank's operations, they emphasized that gender analysis be reflected in Country Assistance Strategies (CAS). It was noted that the IEG evaluation report and final Management Response would be disclosed.

At the earlier CODE discussion, Committee members welcomed the timely report, noting that the Bank's gender work had been a topic at the IDA15 mid-term review and that the report would have broader relevance for the process leading up to IDA16. They found it encouraging that integration of gender overall improved during the period covered by the IEG evaluation when compared to the 1990s and took note of IEG's finding that the implementation of the Bank's gender policy weakened in the latter half of the evaluation period. Committee members suggested subsequent

discussions and exchanges between IEG and management to help develop an understanding on the implementation of the Gender Policy Operational Policy/Bank Procedure (OP/BP 4.20) in areas where there were disagreements, for example, the definition and effectiveness of country gender diagnostics and the analysis of gender mainstreaming trends. In addition, Committee members emphasized the need to strengthen Senior Management accountability, the importance of having sufficient resources to implement the Gender Strategy, and the continued use of incentive funding. In view of the differences expressed by IEG and management, Committee members underlined the importance of an appropriate communication plan for disseminating the IEG's findings and management's response, which was confirmed at the Board meeting.

Main Issues Discussed

Differences between IEG and Management. At the Board meeting, IEG and management commented on their fruitful exchanges on the issues in the evaluation. When the IEG evaluation report and draft Management Response had been considered by CODE, many members had expressed difficulty in reaching a conclusion given the differences, including on methodology and data issues. However, both during the Board and Committee discussions, some speakers viewed IEG and management's differences in a positive light. IEG had noted that there had been significant consultations with management in the preparation of the evaluation report, including on the data used, and additional exchanges to reduce differences and clarify where differences remained.

During the Board discussion, management emphasized that the data and ratings shared by IEG following the CODE meeting generated new and useful findings that clarified the differences between IEG's and management's reporting of trends and led to a fruitful discussion with IEG. The Director-General, Evaluation (DGE) concurred that the additional exchange of data with management following the CODE meeting helped to develop an understanding of the three issues on which differences remain, that is, integration

of gender considerations into economic and sector work; statistical association between the preparation of a gender assessment and integration of gender in the CAS; and trends in gender mainstreaming at the project level. The DGE also noted that, in addition to the usual communications that are coordinated with management, IEG is working with management to support regional workshops to engage operational staff and client stakeholders. Furthermore, IEG has initiated its own program to raise its evaluators' awareness of the need to address gender-related issues.

Country-Level Gender Diagnostics. At the Board discussion, EDs re-emphasized the importance of country gender assessment, possibly using other diagnostic tools, to meet the requirement under OP/BP 4.20. Moreover, they underlined the need to ensure the integration of gender diagnostics in CASs. Management agreed that country gender diagnostics are important, while avoiding across-the-board prescriptions, to inform a country-specific approach to gender that is reflected in CASs. In this connection, the importance of country ownership and addressing gender issues to take into account the country context including cultural sensitivities was stressed.

At the Committee meeting, some speakers supported a return to preparing Country Gender Assessments (CGAs). Several others favored a flexible approach; a few of them noted that gender diagnostics could be integrated in other analytical work; some others encouraged the Bank to draw on gender assessments prepared by others or to prepare them with other development partners. One speaker cautioned against mandating CGAs. A few specific comments were made related to the need to assess the diagnostic value of CGAs, and interpreting IEG's recommendation as a call for a realistic implementation plan for country-level gender diagnostic work, without being prescriptive. Management elaborated on economic and sector work that in its view met the requirement for gender assessments ranging from core gender analyses to Poverty Assessments, Country Economic Memoranda, Poverty and Social Impact Analyses, and Public Expenditure Reviews.

2001 Gender Strategy and OP/BP 4.20. There was general agreement at the Board and Committee on the continued relevance of the 2001 Gender Strategy and OP/BP 4.20, and the need for management to focus on practical initiatives to improve implementation and results focus. During the Committee discussions, some speakers wondered whether there had been a shift away from the Bank's Gender Strategy, as suggested by the IEG; management stressed that there has been no shift—that both the Gender Strategy and OP/BP 4.20 call appropriately for a country-led approach. In supporting a greater focus on managerial accountability, many speakers echoed the external panel in highlighting the importance of training and linking gender work with managers' performance evaluations; this was reiterated at the Board meeting.

At both the Board and Committee meetings, speakers emphasized the importance of improving the development effectiveness of gender support; of allocating budgetary resources from the Bank instead of relying on external funding; of improving the results framework for monitoring and evaluation; of pursuing a demand-driven and country owned approach; and of keeping in mind that gender issues involve both men and women. Stressing the importance of gender for development, the topic was proposed as the theme for the 2012 World Development Report.

Gender Action Plan (GAP). Responding to comments made at the Board and CODE meetings on the role and limited focus of GAP on economic sectors, management noted that the GAP both covered more than 50 percent of the current lending portfolio and, through innovative mechanisms such as incentives-based funding, had yielded results particularly in sectors that historically have had lower gender coverage. Building on its experience with innovative mechanisms, management remarked that the GAP Transition Plan would support sectors not targeted by the GAP such as Education and Health. Management declared its intention to use the Transition Plan to help address the specific issues identified by both management and IEG, for instance by developing new targets and time-bound action plans for specific quantifiable indicators for sectors and Regions.

Abbreviations

ADB	Asian Development Bank
ARD	Agriculture and Rural Development
BP	Bank Procedure
CAS	Country Assistance Strategy
CASCR	Country Assistance Strategy Completion Report
CDC	Community Development Council
CDD	Community-driven development
CGA	Country Gender Assessment
CIDA	Canadian International Development Agency
CPIA	Country Policy and Institutional Assessment
CPS	Country Partnership Strategy
DPO	Development Policy Operation
ESW	Economic and sector work
GAP	Gender Action Plan
GDI	Gender-Related Development Index
HDI	Human Development Index
IADB	Inter-American Development Bank
ICR	Implementation Completion Report
IDA	International Development Association
IEG	Independent Evaluation Group
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
OD	Operational Directive
OMS	Operational Manual Statement
OP	Operational Policy
OPCS	Operations Policy and Country Services
PAD	Project appraisal document
PREM	Poverty Reduction and Economic Management Network
PSIA	Poverty and Social Impact Analysis
RGC	Regional gender coordinator

Contents of the Complete Volume

Abbreviations

Acknowledgments

Foreword

Executive Summary

Management Response

Summary of Discussions of Executive Directors and of
Board Committee on Development Effectiveness

Advisory Panel Statement

1. Evolution of the World Bank's Gender Policy

1977–2001: Enhancing Women's Participation in Development

2001–09: Strengthened Country-Level Approach

2. Design of the Evaluation

Evaluation Approach and Methodology

Organization of the Report

3. Relevance and Appropriateness of the World Bank's Gender Policy

Relevance of Policy Objectives to the Bank's Mandate

Relevance of Objectives for Bank Client Countries

Appropriateness of Policy Design

4. Implementation of the Bank's Gender Policy

Diagnosing Country Context through CGAs

Integration of Gender Issues into CASs

Gender Integration by Sector Board

Gender Integration in Project Design

Gender Integration in DPOs

Conclusion

5. Institutional Arrangements and Incentives

Accountabilities for Gender Integration

Staffing and Skills

Incremental Budget for Gender Integration

Partnerships

Monitoring and Evaluation

Key Findings

6. Results of Bank Support—What Worked Well? What Did Not?

Results of Bank Support in 12 Focus Countries

Enhanced Human Capital

Equal Access to Economic Assets and Opportunities

Increased Voice of Women in Development

Gender in DPOs

What Worked Well?

7. Findings and Recommendations

Findings

Recommendations

Appendixes

A. Evaluation Methodology

B. Summary Findings of Literature Review on Gender, Poverty Reduction, and Economic Growth

C. Econometric Analysis

D. Inclusion and Women's Empowerment in Afghanistan

Endnotes

Bibliography

Boxes

- ES.1 Addressing Gender Issues Is a Matter of Development Effectiveness
- 3.1 Long-Term Effects of Female Education
- 3.2 Gender, Poverty, and Growth: Some Key Conclusions
- 3.3 Client Country Demand for Addressing Gender-Related Objectives
- 3.4 Definition of Gender Mainstreaming
- 4.1 CPIA 7 Rating for Gender Equality
- 4.2 Quality of CGAs
- 4.3 Satisfactory Treatment of Gender Issues in CASs
- 4.4 Changing Approach to Gender in CAS Retrospectives
- 4.5 Self-Assessments of Gender Integration
- 4.6 Gender Integration in IEG ICR Reviews
- 4.7 Monitoring of Gender Issues Is Essential to Obtaining Results
- 5.1 The President's Six New World Bank Group Commitments on Gender Equality
- 5.2 Gender-Related Data
- 5.3 The Philippines Leads the Way in Donor Collaboration on Gender
- 6.1 Economic Crisis—Lessons from Experiences
- 6.2 The Design of Conditional Cash Transfers Is Critical
- 6.3 Sustained Lending, Demand-Side Incentives, and Civil Society Participation Helped Increase Gender Parity in Education
- 6.4 Addressing Maternal Mortality Requires Cross-Sectoral Support and Context-Specific Strategies

- 6.5 Consultation with Women in Transport Projects Helped Support Their Economic Empowerment
- 6.6 Larger Numbers of Women Are Being Trained, but Converting Skills into Productive Outcomes Has Remained Challenging
- 6.7 Sustain Support for Women's Participation in CDD, but Provide Simultaneous Support for Strengthening Their Participation in Local Governments
- 6.8 Influencing Both Male and Female Attitudes Is Necessary to Influence Gender Equality
- 6.9 What Worked Well?
- 6.10 How Could the Country-Level Approach Be Strengthened?

Tables

- 3.1 Commitments to Gender Equality in Focus Countries
- 4.1 Categorization of CASs and Projects Reviewed by Gender Equality Criterion of CPIA
- 4.2 CGAs by CPIA 7 Rating for Gender Equality
- 4.3 CGAs by IBRD, IDA, and Blend Countries
- 4.4 CGAs by Region
- 4.5 Percentage of Gender Integration in Projects across Regions
- 5.1 Processes for Environmental and Gender Integration—A Comparison
- 5.2 Gender and Environment Staff Hired between Fiscal 2004 and 2008
- 5.3 Participant Profile in Gender Training since Fiscal 2003
- 6.1 Indicators to Assess Support for Gender Equality
- 6.2 Criteria for Rating Results in 12 Evaluation Countries
- 6.3 Changes in CPIA Ratings over the Evaluation Period
- 6.4 Integration of Gender in Relevant ESW in 12 Focus Countries

Figures

- ES.1 Evolution of the Bank's Approach to Gender, 1997–2009
- 1.1 Strategic Mainstreaming—A Four-Step Approach (OP 4.20)
- 2.1 Criteria for Rating Gender Integration in CGAs, CASs, and Projects
- 4.1 Criteria to Assess Quality of CGAs
- 4.2 Number of CGAs Undertaken by Fiscal Year
- 4.3 Criteria to Assess CAS Quality
- 4.4 CAS and CGA Quality across CPIA 7 Rating
- 4.5 Quality of High or Substantial Gender Integration into CASs
- 4.6 Assessing Gender Integration into Project Operations
- 4.7 Distribution of Investment Projects by Sector
- 4.8 Gender Integration in Relevant Projects by Sector
- 4.9 Percentage of Gender Integration Disaggregated by CPIA 7 Rating
- 4.10 Gender Integration into Projects Approved, Fiscal 2002–08
- 4.11 Trends across the Four Criteria

The following are available upon request:

- Approach Paper for the Evaluation (November 24, 2008)
- Summary Findings of Staff Survey
- Summary of Consultation with Client and Other Stakeholders (with list of people met)
- List of Country Gender Assessments, Country Assistance Strategies/Country Partnership Strategies, economic and sector work, and lending activities reviewed

IEG Publications

Annual Review of Development Effectiveness 2009: Achieving Sustainable Development
Addressing the Challenges of Globalization: An Independent Evaluation of the World Bank's Approach to Global Programs
Assessing World Bank Support for Trade, 1987–2004: An IEG Evaluation
Books, Building, and Learning Outcomes: An Impact Evaluation of World Bank Support to Basic Education in Ghana
Bridging Troubled Waters: Assessing the World Bank Water Resources Strategy
Climate Change and the World Bank Group—Phase I: An Evaluation of World Bank Win-Win energy Policy Reforms
Debt Relief for the Poorest: An Evaluation Update of the HIPC Initiative
A Decade of Action in Transport: An Evaluation of World Bank Assistance to the Transport Sector, 1995–2005
The Development Potential of Regional Programs: An Evaluation of World Bank Support of Multicountry Operations
Development Results in Middle-Income Countries: An Evaluation of World Bank Support
Doing Business: An Independent Evaluation—Taking the Measure of the World Bank–IFC Doing Business Indicators
Egypt: Positive Results from Knowledge Sharing and Modest Lending—An IEG Country Assistance Evaluation 1999–2007
Engaging with Fragile States: An IEG Review of World Bank Support to Low-Income Countries Under Stress
Environmental Sustainability: An Evaluation of World Bank Group Support
Evaluation of World Bank Assistance to Pacific Member Countries, 1992–2002
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