

# A Financial Overview of the Gender Action Plan 2007-2010

**“The G8 emphasize the importance of the political and economic empowerment of women as a contribution to sustainable growth and responsible government. We are promoting the World Bank’s Gender Action Plan and welcome this and further initiatives...to foster the economic empowerment of women....”**

**—Declaration by G8 Summit Members, June 2007**

**T**he Gender Action Plan (GAP) supported efforts to advance women’s economic empowerment and to promote gender equality in World Bank Group client countries in order to promote shared growth and accelerate the implementation of Millennium Development Goal 3 (promoting gender equality and women’s empowerment). To accomplish its objective, between 2007 and 2010, it sought to gender-inform the land and agriculture, infrastructure, labor market, private sector development and financial sectors. Though the program closed on December 31, 2010, the Adolescent Girls Initiative (AGI) and related Multi-Donor Trust Funds (MDTFs) are still running.

**Financial support for the program has been significant**, with US\$ 70.0 million in pledges. That is US\$ 45.5 million above the original four-year budget of US\$ 24.5 million, and by the end of 2010, all contributions to the GAP MDTF had been received and allocated. In addition, the Bank disbursed funds to the program from the President’s FY07 contingency fund and the Development Grant Facility (DGF). It also made incremental allocations in the FY08-FY11 World Bank budget, and FY08-FY11 matching funds from the Regions and Networks (Table 1).

**GAP funds successfully leveraged matching contributions from the Bank’s regions and networks.** Competitive allocations for original work on gender have continuously exceeded the 50% matching funds criterion for GAP funding. On average, every GAP dollar spent has raised another two dollars in matching funds. The Action Plan has funded activities aimed at in-

**Table 1: Financial Contributions for GAP Implementation** (as of December 31, 2010)

Source (US\$)	Pledges <sup>1</sup>	Receipts (US\$)
Trust Fund	56,008,047	52,433,788
Bank Budget	13,988,860	13,988,860
<b>Total</b>	<b>69,996,907</b>	<b>66,422,648<sup>2</sup></b>

creasing economic opportunities for women in over US\$ 8.6 billion of the Bank’s lending portfolio.

**The GAP revealed a strong demand for work on women’s economic empowerment.** Over the GAP’s four-year span, the Bank’s regions and networks submitted a total of 550 proposals for funding in response to competitive calls for proposals. The final call for proposals in September 2010 generated 94 funding proposals—the highest number to date in one single call. The Action Plan’s ability to elicit such strong demand through incentive funding shows that the process of gender-informing the Bank’s operations can be scaled up.

**The GAP increased the number of sector experts who gender-inform their work.** The use of financial incentives has helped equip staff with the knowledge, experience and tools to gender-inform their analytical and operational work. Through ‘learning-by-

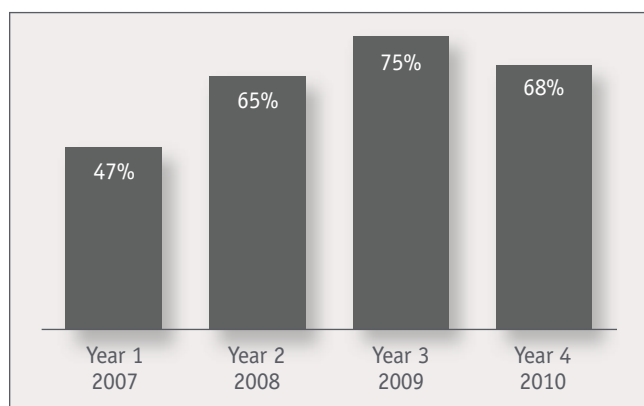
<sup>1</sup> Net pledges, excluding administrative fees, to indicate the amount available for GAP implementation. Gross trust fund pledges amount to US\$ 58,202,029 (See Annex 1.1 and 1.2). The total paid in administrative fees is US\$ 2,193,981.

<sup>2</sup> US\$ 3,574,259 in pledges to the AGI MDTF is yet to be received.

doing', nearly 120 Task Team Leaders (TTL), whose primary function does not include gender, have learned how to address the gender dimensions of their work in practical terms. Demand from these TTLs increased over the years, with 47% receiving GAP funds in the first year, compared to 75% in year three. The slight decline in 2010 was due to a call for proposals targeting existing GAP grants for dissemination and capacity building purposes.

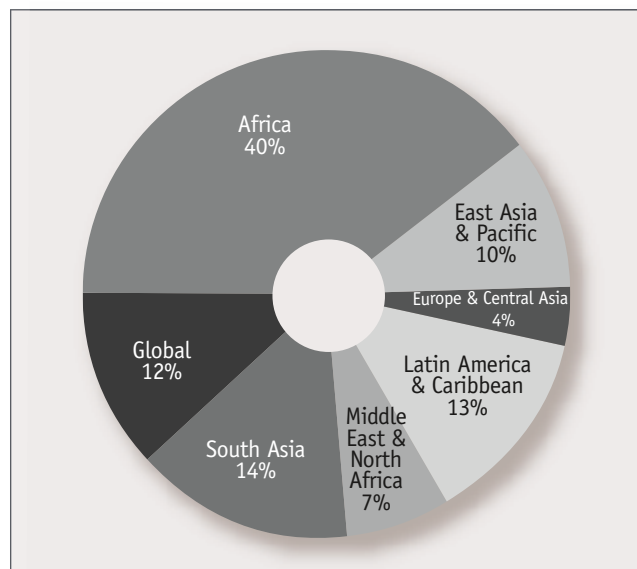
**The largest proportion of funds has gone to Africa (40%)** with South Asia and Latin America receiving 14 and 13%, respectively. Twelve percent of allocations have gone to cross-regional (global) initiatives focused primarily on capacity-building, data and statistics (Figure 2). Overall, the GAP has allocated US\$ 52.2 million<sup>3</sup> to 270 initiatives in more than 78 countries. The largest proportion of this (51%) went to the labor market, which includes US\$ 20.3 million to the AGI. Private sector development received 23% of the funds—a sector which previously focused little on gender issues (Figure 3). While much progress has been made in infrastructure, the challenge ahead is to continue meeting the demand for quick, flexible funding of operations, while collecting evidence of the impact of supporting the gender-informing of operations over the longer term.

**Figure 1: TTLs Awarded GAP Funds**  
(percentage of TTLs whose primary function does not include gender)

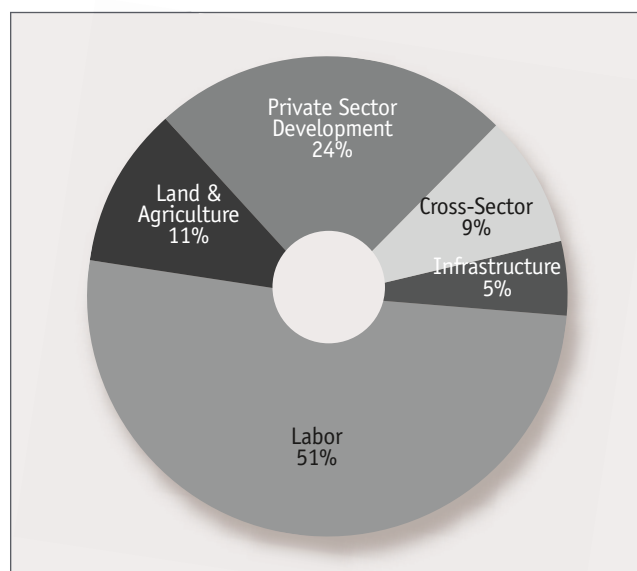


**Of total GAP pledges, 75% went to the Bank's regions and networks, results-based initiatives and the AGI.** This allocation exceeded the originally budgeted 66% for the regions and networks. Remaining funds (US\$17.5m) went to PRMGE-led activities: GAP implementation and coordination (US\$5.3m); research, impact evaluation and statistics (US\$5.2m); communications and capacity building (US\$4.6m); and the two-year Doing Business Women project (US\$2.4). PRMGE-managed work to strengthen the evidence base on women's economic empowerment included US\$1m for the Marrakesh Action Plan for Statistics and partner-

**Figure 2: GAP Allocations by Region**



**Figure 3: GAP Allocations by Market**



ships with the UN. GAP communications helped raise awareness about women's economic empowerment within the Bank and established lines of collaboration with external partners, notably the Private Sector Leaders Forum (PSLF), a group of 21 CEOs of global companies who acted as "ambassadors" for the GAP. Capacity building activities included three major workshops on gender and infrastructure in collaboration with other multilateral development banks and client country counterparts.

<sup>3</sup> This does not include PRMGE-managed activities such as 'Doing Business' and the 'Private Sector Leaders Forum'.

**“I fully support the implementation of the World Bank’s Gender Action Plan as Germany’s Chancellor but also in my current capacity as Chair of the G8 and President of the European Union.”**

**—Angela Merkel, 2007**

**The AGI is helping young girls to safely transition into the labor market in low-income countries, many of them post-conflict.** Current pilots include Afghanistan, Jordan, Lao PDR, Liberia, Nepal, Rwanda, and Southern Sudan and a new pilot is being designed in Haiti. This innovative public-private partnership has grown rapidly since its launch in 2008 and now targets some 20,000 girls. In Liberia, approximately 2,500 girls and young women will receive six months of training in business development, job and life skills and will be supported in finding jobs and starting new businesses. The Nepal pilot promotes access to employment for 3,500 young women by scaling up an existing skills, training and job placement program. In South Sudan, 100 Adolescent Girls’ Clubs have opened in four states. In addition to offering a safe space for girls to socialize and exchange experiences, the Clubs provide training in life skills, livelihoods and financial literacy. The pilot in Jordan, which targets female graduates from community colleges, also provides businesses with short-term incentives to hire young women. To date, more than 155 private firms have signed up to benefit from the voucher program being tested. While the pilots are at different stages of implementation, emphasis is already being placed on ensuring that the lessons from the pilot programs are institutionalized and scaled-up when this is relevant. Opportunities to extend the initiative to new countries are also being explored.

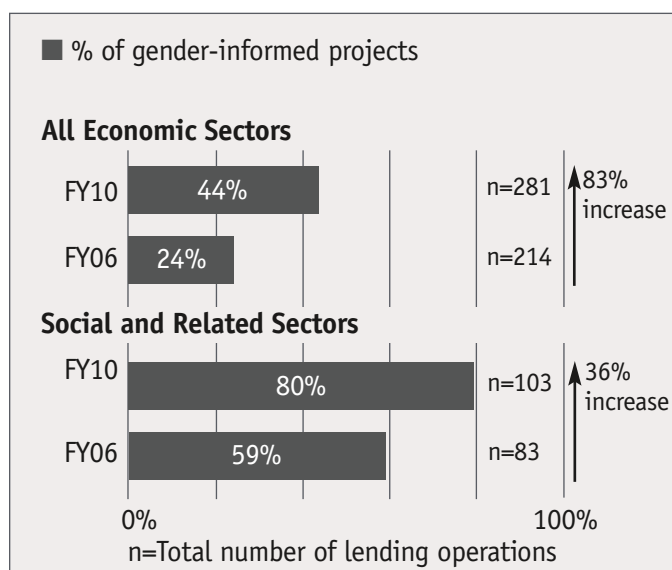
**Leaders in the private sector continue their commitment to making gender a part of their core business.** In its current form, the Private Sector Leaders Forum held their final technical meeting in February 2011, in Lima, Peru. Hosted by the Lima-based member, *Belcorp*, private sector representatives met with guests from the U.S. State Department and from Peru’s private sector to propose new ways of advancing women’s economic opportunities and forging new coalitions. The PSLF has provided a platform for innovative partnerships. Two of its members, *Belcorp* and *McKinsey* have partnered to

provide financial literacy training to 50,000 women in Latin America. A number of members have also partnered to increase the number of women-owned businesses in their collective supply chains—committing to tracking and spending US\$ 2 billion on the products and services of women-owned businesses over the next three years. Based on the success of the Forum, members requested that the PSLF reconstitute for a second period in order to build on the achievements made during its three year life-time.

**Gender coverage of Bank operations in the economic and social sectors has risen since the GAP was launched in 2007.** Between 2007 and 2010, the proportion of gender-informed projects increased by about 20 percentage points in both the social and economic sectors. The rate of portfolio improvement was 35% in the social sectors (from 59% to 80%) and 83% in the economic sectors (from 24% to 44%), which is consistent with the focus of the GAP. This suggests that the Plan paid-off, i.e., that GAP investments led to increased gender-informing of the formerly mostly ‘gender-blind’ economic sectors, albeit that other factors may also have been at play.

**A transition plan, entitled, “Applying Gender Action Plan Lessons: A Three-Year Road Map to Gender Mainstreaming (2011-2013)”** was presented to the Board in June 2010. It aims to strengthen the implementation of the Bank’s gender policy, drawing lessons from the GAP in order to further gender-inform Bank operations between 2011 and 2013. Internally, it identifies a specific results framework and proposes a set of additional tools to ensure that WBG work becomes more gender-responsive. Externally, it identifies priority interventions, based on analysis of gender equality trends, emphasizing the importance of managing women and girls’ risk and vulnerability to aggregate shocks, and of harnessing demographic opportunities for economic growth through gender-related interventions. While building on the GAP experience, the

**Fig.4 Gender Coverage in World Bank Lending Operations (FY06 and FY10)**



Transition Plan goes beyond the GAP in several aspects, including: (i) a strengthened results framework; (ii) a broadened scope that also includes safety nets and reproductive health in addition to women's economic empowerment; (iii) closer engagement with clients through dissemination of knowledge created under the GAP, capacity building and South-South dialogue; and (iv) a gender budget which is better anchored in WBG budgets and activities.

**Ensuring that the lessons from the GAP are applied to the Transition Plan is key to ensuring its effectiveness.**

A final independent evaluation of the GAP will play an important part in this effort. The evaluation will be carried out in the last quarter of FY11. It will examine the program's impact in terms of: (i) building the evidence base on women's economic empowerment, (ii) strengthening attention to gender in Bank operations and (iii) influencing client policy dialogues. A firm has also been hired to conduct an independent Mid-Term Review of the AGI which is set to continue beyond the close of the GAP. This independent review will be complemented by an Action Plan focused on scaling up the initiative.

**Annex 1. GAP Budget**

**Annex Table 1.1 Donor Pledges to the GAP\***  
(All sources as of December 31, 2010)

Country	Amounts in US\$
Australia	528,390
Canada	1,428,735
Denmark	1,418,042
Finland	1,362,600
Germany	3,170,260
Italy	1,403,333
Iceland	900,000
Norway*	13,419,897
Spain	5,159,100
Sweden (MFA)	5,999,970
Sweden (SIDA)	771,994
Switzerland	576,037
UK	1,731,949
<b>Total</b>	<b>37,870,307</b>

\*Includes pledges to two MDTFs: Economic Empowerment of Adolescent Girls (EPAG) and AGI, plus one Externally Funded Output.

**Annex Table 1.2 Donor Pledges to the AGI\***  
(All sources as of December 31, 2010)

Country	Amounts in US\$
Denmark (MFA:Accra)	1,797,593
Denmark (MFA:Kabul)	3,241,931
The Nike Foundation	5,250,000
Norway	2,568,554
Sweden (SIDA)	4,171,744
UK	3,101,900
<b>Total</b>	<b>20,331,722</b>

\* Figure includes FY07 contribution from preexisting Norwegian Trust Fund for Gender Mainstreaming (GENFUND).