

VI. CHALLENGES AND NEXT STEPS

45. **Further efforts are needed to leverage the new and unprecedented opportunities for intensifying attention to gender equality—at the Bank and in client countries.** Gender equality as a Special Theme for IDA16 raises the importance of promoting gender integration in operations and of measuring the results. Strategic efforts are needed to leverage this opportunity and elevate the level and quality of gender mainstreaming at the Bank. Similarly, the 2012 WDR on gender equality is a unique opportunity to build demand and disseminate the evidence base for women’s economic empowerment.

46. **The targeted approach of the GAP helped raise visibility and allowed for clear messages to be communicated around “gender equality as smart economics.”** The focus on economic sectors also aligned well with the core competences of the Bank. At the same time, the GAP was perceived as “additional” and separate from the Bank's regular processes and structures, which led some people to think that it would fail. Contrary to these expectations, progress to date suggests that the GAP delivered on its promises. Focusing on Bank operations in the economic sectors has shaped the way the Bank gender-informs its policy and operations.

47. **However this stand-alone approach raises challenges in terms of follow-up.** Working outside regular Bank processes and structures, using incentives rather than enforcing existing operational policy requirements means that the institutionalization of successful approaches is a challenge.

48. **The GAP’s reliance on incentives has also raised questions about sustainability. Yet, regardless of the approach, effective operationalization of gender commitments and mandates require dedicated budgets.** For instance, GAP awards for research and evaluation were often used to pay for the expansion of data samples, as gender-differentiated analysis requires larger sample sizes with implications for data collection costs. In operations, additional activities may be needed during the preparation phase to ensure more gender-informed project designs. Several transport teams have used GAP funding to carry out user surveys that identify differences in the transport needs of men and women which then inform operational design. Another common use of GAP funds has been targeted training of implementing agency staff to ensure effective integration of gender concerns into service delivery.

49. **Changing the way the Bank does business – policy dialogue, especially with regard to the CAS.** The evidence is not yet clear on the extent to which GAP lessons have been elevated into dialogue with client countries. A litmus test for such policy level impact is the extent to which future CAS and CAS consultations reflect issues related to women’s economic empowerment. GAP funding for country-level diagnostic work aimed to inform country policy dialogues picked up in the last year of the Plan (2010).

50. **High-level gender commitments need to be reflected in country, regional and sector policies.** As noted, the GAP contributed to organizational change and helped strengthen institutional commitments and mandates on gender issues. Real change, however, depends on how well these are operationalized and mainstreamed into country, regional and sector strategies.

51. Country team ownership (Country Director, Sector Director and Country Teams). Evidence from four years of implementation shows growing support from senior management (VP level and above) and from sector specialists (TTLs), but less so from middle management, where project funding decisions are made (Country and Sector Directors and Sector Managers). More work is needed to engage these managers as champions and advocates of women's economic empowerment work.

52. More needs to be done to build client demand for work to empower women economically. As noted in the second year progress report, "client country demand is one of the strongest levers to influence Bank operations and analytical work." However, the GAP has not sought to interact with clients directly and the program is not well-known in client countries. Looking ahead, close collaboration with research institutions, statistics bureaus, and civil society organizations in client countries is needed to disseminate GAP lessons and to scale-up innovative approaches tested under the GAP.

53. A three-year Transition Plan to strengthen the implementation of the Bank's gender policy was presented to the Board in June 2010. The new plan draws on the lessons of the GAP and applies these to gender-inform Bank operations further still (2011 -2013). While building on the GAP experience, the Transition Plan goes beyond the initial Action Plan in several respects, 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 budget better anchored in WBG budgets and activities.

54. Lessons from the GAP will continue to inform the implementation of the Transition Plan. A final independent evaluation of the GAP set to begin in May 2011 will play an important part in this effort. The evaluation will compile lessons learned and look at the Action Plan's impact in terms of (i) building the evidence base on women's economic empowerment, (ii) strengthening attention to gender issues in the Bank's work; and (iii) influencing country policy dialogues.

Table 3: Monitoring GAP Progress by Markets

GAP Objectives by Market	Progress to date
<p>Private Sector Development <i>Promote women's entrepreneurship, gender responsiveness in the private sector and women's access to formal financial services.</i></p>	<p>GAP funding in Private Sector Development resulted in: (i) the integration of activities to enhance women's economic empowerment in 22 Bank lending operations and technical assistance (US\$ 4.3m); (ii) 32 activities related to research and analytical work on women's economic empowerment (US\$ 9.5m), including the engendering of five firm surveys used for country Investment Climate Assessments and 16 impact evaluations; and (iii) two capacity building activities, one which resulted in an additional 16 Bank operations using a gender-informed impact evaluation.</p> <p>Improved availability of data and information on barriers to women's economic participation</p> <ul style="list-style-type: none"> Increased availability of gender-responsive firm surveys and Investment Climate Assessments (ICAs) and improvements in Enterprise Surveys questionnaires <i>Progress to date: Five ICAs completed</i> Increased availability and use of data to better understand legal, policy, and institutional constraints to women's ability to participate in the private sector <i>Progress to date: The Gender Law Library and Women, Business and the Law (monitoring over 2,200 legal provisions) dataset have been launched with GAP support.</i> Strengthened evidence on how to build female entrepreneurship <i>Progress to date: The GAP has supported 11 pilot projects to improve female entrepreneurship (access and quality) and 16 Impact Evaluations. As a result of GAP-funded capacity building, an additional 16 FPD projects will include Impact Evaluation with gender-disaggregated results.</i> <p>Increased access to finance and business development services (BDS) for women</p> <ul style="list-style-type: none"> Increased number of credit lines for women entrepreneurs operated by commercial banks through IFC partnerships with private banks <i>Progress to date: The initial target of at least US\$ 100 million in credit lines for women has been achieved. Between FY08 and FY10, IFC committed US\$ 790 million to women through microfinance institutions. During the same period, an additional US\$ 35 million was specifically targeted to women-owned enterprises through commercial banks.</i> Increased number of projects providing women training for entrepreneurship/ BDS through GAP initiatives <i>Progress to date: Thirteen GAP-supported projects underway in 14 countries provide BDS to female entrepreneurs (including 8 Results-based Initiatives)</i>
<p>Land and Agriculture <i>Expand women's access to land and productive resources in agriculture.</i></p>	<p>GAP funding in Land and Agriculture resulted in: (i) the integration of activities to enhance women's economic empowerment in 34 Bank lending operations and technical assistance (US\$ 1.5 million); (ii) thirty activities related to research and analytical work on women's economic empowerment (US\$ 2.7 million), including 9 impact evaluations; and (iii) three capacity building activities, one which resulted in an additional 19 Bank operations using a gender-informed impact evaluation.</p> <p>Improved availability of data and information on barriers to women's economic participation</p> <ul style="list-style-type: none"> Strengthened evidence on the economic impacts of improved access to land and services <i>Progress to date: The GAP has supported nine impact evaluations on women's access to land and as a result of GAP-funded capacity building, an additional 19 ARD projects will include impact evaluations with gender-disaggregated results</i>

GAP Objectives by Market	Progress to date
	<p>Increased Bank commitment to gender in land and agriculture</p> <ul style="list-style-type: none"> • Share of rural projects with gender-responsive design and monitoring and evaluation. <i>Progress to date:</i> By FY10, an estimated 100% of rural projects in Africa integrate gender well at design (the World Bank President's target of 50% has been achieved), and 70% of rural projects integrate gender in M&E (still short of target of 50%) • Number of TTLs enrolled in sector-specific training on gender-aware impact evaluations. <i>Progress to date:</i> Two hundred and twenty Bank staff and counterparts have participated in workshops (in AFR and LCR), including 40 TTLs. • Improved access to land and agricultural inputs, services and markets by women farmers <i>Progress to date:</i> The GAP supports 13 initiatives (including impact evaluations) carrying out analytical work that address women's access to and use of land. An additional five GAP initiatives are related to operational work on women's land rights and use.
<p>Labor Markets <i>Increase women's labor force participation, productivity, and earnings.</i></p>	<p>GAP funding in Labor resulted in: (i) the integration of activities to enhance women's economic empowerment in 7 Bank lending operations and technical assistance (US\$ 0.4 million); and (ii) sixty-seven activities related to research and analytical work on women's economic empowerment (US\$ 5.5 million), including 16 impact evaluations</p> <p>Increased availability of sex-disaggregated labor force and employment data and increased knowledge and empirical evidence on determinants of women's labor market participation</p> <ul style="list-style-type: none"> • Increased availability of data and statistics <i>Progress to date:</i> GAP has partnered with key internal and external stakeholders to expand the availability of sex-disaggregated data (especially but not limited to labor market outcomes). Some examples of achievements under this effort include Key Gender Employment Indicator (with Luxembourg Income Study); improved Labor Force Measurement Survey–LSMS- questionnaires (with WB Research & Data Group) , supported Employment Lab; expanded the migration/brain drain database. • Strengthened evidence base on the determinants of female labor force participation <i>Progress to date:</i> GAP funds have supported: (i) collection or expansion of seven datasets to gather gender disaggregated information; (ii) thirty ESW that incorporate policies and programs to reduce barriers to women's labor force participation, (iii) sixteen GAP-funded impact evaluations; and (iv) thirty-three research papers showing gender-disaggregated impacts of labor market programs.

GAP Objectives by Market	Progress to date
<p>Infrastructure <i>Improve access, service quality, and reliability of essential services in the priority infrastructure sub-sectors.</i></p>	<p>GAP funding in Infrastructure resulted in: (i) the integration of activities to enhance women’s economic empowerment in 18 Bank lending operations and technical assistance (US\$ 1.6m); (ii) eleven activities related to research and analytical work on women’s economic empowerment (US\$ 0.6m; and (iii) four capacity building activities.</p> <p>Increased attention to gender in strategies and instruments that inform the Bank’s infrastructure investments and strengthened capacity of Bank staff and client counterparts</p> <ul style="list-style-type: none"> • Improved attention to gender issues in Bank strategies and instruments <i>Progress to date:</i> <ul style="list-style-type: none"> <i>i) A Fifteen-Year Portfolio Review of World Bank Infrastructure Projects and an Infrastructure Stocktaking Report. Findings informed a business plan for “Accelerating Gender Integration into the Bank’s Sustainable Development Network (SDN) Operational Work”;</i> <i>ii) An issues paper on gender and environment to inform the World Bank Group’s new Environment Strategy. This paper reviewed gender issues in the sector and examined strategic donor-funded and WBG environmental activities (FY02-09) for operational lessons learned and good practices which enhance gender-responsive environmental activities; and,</i> <i>iii) GAP funds supported flagship reports such as the 2009 Gender in ICT report and the MENA regional report, “Rich Place, Poor Place: How the Middle East and North Africa will Overcome Spatial Disparities”, as well as dissemination of a “Transport and Gender Good Practice” guidance note.</i> • Strengthen Bank staff and client counterparts’ capacity on integrating gender in infrastructure investments. <i>Progress to date:</i> <ul style="list-style-type: none"> <i>i) Capacity building through targeted learning events for 200 WB staff mapped to infrastructure. As a part of this, seven gender and infrastructure tools were developed in collaboration with other Bank colleagues working in water, transport, urban development, energy, mining, and ICT; and,</i> <i>ii) The GAP initiated a program of regional workshops on “Gender Equality and Infrastructure” together with other Multilateral Development Banks. Three workshops were held in the Philippines, Peru, and most recently in Addis Ababa, Ethiopia. Overall, the workshops have gathered more than 300 staff and participants from client countries in Africa, Latin America and the Caribbean, and East Asia and Pacific. Workshops have provided a forum to explore ways to mainstream gender in sectors such as water supply and sanitation; transport; irrigation and energy. Successful projects were presented as lessons in gender mainstreaming and participants engaged in brainstorming on how to best establish a common platform for moving forward.</i>