

**Gender Equality as Smart Economics:
World Bank Group Gender Action Plan**

**Four-Year Progress Report
(January 2007-December 2010)**

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Gender and Development
Poverty Reduction and Economic Management Network

Acronyms and Abbreviations

AC	Advisory Council on Women's Economic Empowerment
AfDB	African Development Bank
AFR	Africa Region
AGI	Adolescent Girls Initiative
ARD	Agriculture and Rural Development Sector
AREDP	Afghanistan Rural Enterprise Development Project
CAS	Country Assistance Strategy
CCT	Conditional Cash Transfer
DFID	UK's Department for International Development
DGF	Development Grant Facility
DIME	Development Impact Evaluation Initiative
EAP	East Asia and Pacific Region
EC	Executive Committee
ECA	Europe and Central Asia Region
ESW	Economic and Sector Work
FY	Fiscal Year
GAP	Gender Action Plan
IADB	Inter-American Development Bank
IBRD	International Bank of Reconstruction and Development
ICRW	International Center for Research on Women
ICT	Information and Communications Technology
IDA	International Development Association
IE	Impact Evaluation
IEG	Independent Evaluation Group
IFC	International Finance Corporation
ITUC	International Trade Union Confederation
JICA	Japan International Cooperation Agency
KAPAP	Kenya Agricultural Productivity and Agribusiness Project
KGEI	Key Gender Employment Indicators
LCR	Latin America and Caribbean Region
LIS	Luxembourg Income Survey
LiTS	Life in Transition Survey
MDB	Multi-lateral Development Bank
MDTF	Multi-Donor Trust Fund
MNA	Middle East and North Africa Region
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Cooperation and Development
OECD/DAC	OECD Development Co-operation Directorate
OPCS	Operations Policy and Country Services
PREM	Poverty Reduction and Economic Management Network
PSD	Private Sector Development Network
PSLF	Private Sector Leaders Forum
RBI	Results-Based Initiative

SAR	South Asia Region
SDN	Sustainable Development Network
SDV	Social Development Unit
SIEF	Spanish Impact Evaluation Fund
SME	Small and Medium-Sized Enterprises
TTL	Task Team Leader
UN	United Nations
UNIFEM	United Nations Fund for Women
VP	Vice Presidency
WBG	World Bank Group
WDR	World Development Report

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Executive Summary

Launched in 2007, the World Bank Group Action Plan “Gender Equality as Smart Economics” (GAP) aimed to advance women’s economic empowerment by redefining the way the Bank does business in the economic sectors. The GAP represented a commitment by the World Bank to intensify gender equality, focusing on labor, land and agriculture, private sector development and finance, and infrastructure markets.

In 2007, the Bank's track record in implementing policies to promote gender equality was mixed, and performance was particularly weak in the economic sectors. The logical answer was an Action Plan that more fully utilized the Bank’s comparative advantage in these sectors and in analytical work. The GAP targeted operations, rather than organizational change and processes; was evidence-based and oriented to measuring results, and used incentives to generate demand for gender-informed policies and operations. Its two main objectives were: (i) to change the way the Bank does business by enhancing awareness of gender issues in economic sector operations, and (ii) to influence the gender and development discourse.

Externally, the GAP contributed to placing women's economic empowerment squarely on the international development agenda, galvanizing donor and member countries to action. Women’s economic empowerment and “gender equality as smart economics” have taken center stage in international gender and development discourse, while resource mobilization remained strong throughout the GAP. By December 2010, financial support for the plan amounted to US\$ 70.0 million in pledges—an additional US\$ 45.5 million above the original four-year budget of US\$ 24.5 million. By the close of the GAP, Australia, Canada, Denmark, Finland, Germany, Iceland, Italy, the Nike Foundation, Norway, Spain, Sweden, Switzerland, and the United Kingdom had pledged a total of US\$ 56.0 million to the plan.

Internally, Bank operations have become significantly more gender-informed since the launch of the GAP, particularly in the economic sectors. A renewed commitment of Bank senior management to gender equality as a strategic development priority was made in tandem with the plan’s implementation and helps to explain the Bank’s improved performance on gender mainstreaming.

Through US\$52.2 million allocated to 270 initiatives in more than 78 countries, the GAP influenced the Bank’s analytical and operational work in the economic sectors. The Action Plan’s largely demand-driven allocation mechanisms and reliance on incentives revealed a strong internal demand for work on women’s economic empowerment. It also helped to broaden the base for gender-informing the Bank’s policies and operations. 120 Task Team Leaders (TTL), whose primary function does not include gender issues, and their team members, gained hands-on experience in addressing gender concerns in their analytical and operational work through “learning-by-doing.” The GAP also showed that modest amounts of funding can leverage change in large-scale operations. Through competitive grant allocations, US\$ 4.1 million in small grants helped enhance gender integration in 75 Bank operations. Combined loans for these operations amount to US\$ 8.6 billion. And finally, GAP awards were accompanied by a strong “matching funds” contribution from Bank budgets, with little evidence of crowding-out or substitution effects.

GAP-supported evaluations have informed government scale-up of pilot interventions in several countries, including Liberia, Morocco and Tunisia. GAP research is also providing new knowledge for evidence-based policy making. For instance, research on the impacts of economic crises find that women are primary ‘adjusters’: women are more likely to be shed by firms in the case of Indonesia; in Cambodia they are more likely to join the labor force to compensate for loss of household income.

While the GAP focused on influencing Bank operations and the gender and development discourse, results on the ground already reflect an expansion of women’s economic opportunities in client countries. Examples include the 12.9 million women that gained land rights due to joint titling in Ethiopia, the 2,500 women entrepreneurs who accessed US\$86 million in loans thanks to IFC’s support, and the US\$ 120 million that will be channeled through innovative product lines to provide financial services to women entrepreneurs in Egypt.

Overall, a new way of integrating gender issues into Bank business has emerged. This new way: (i) seeks to expand girls’ and women’s economic empowerment; (ii) incorporates gender issues into the “hard” sectors that had stubbornly resisted mainstreaming in the past; (iii) embeds gender analysis into core diagnostics; and (iv) invests in the development of a rigorous evidence base and pilot experiments to inform operations.

Changes at the operational level have been accompanied by Bank commitments to gender equality, as illustrated by the six new gender commitments made by President Zoellick in 2008, the selection of gender equality as a “Special Theme” of the IDA16 replenishment, and the decision, for the first time in history, to focus the World Development Report 2012 on gender equality and development.

While progress has been made, looking ahead further work is needed to leverage new and unprecedented opportunities to promote gender equality—at the Bank and in client countries. Main challenges include: applying the lessons learned from the GAP; scaling up girls-and women-specific initiatives, such as the Adolescent Girls Initiative (AGI); increasing the cadre of the Bank’s senior and mid-level managers and country teams committed to the Bank’s gender agenda; fully embedding gender analysis in the Bank’s knowledge agenda and country-level core diagnostics; and leveraging the 2012 WDR and the IDA16 Gender Special Theme to raise demand for gender-informed development activities in client countries.

Steps have been taken to respond to these challenges. A three year “Transition Plan”¹ to strengthen the implementation of the Bank’s gender policy was presented to the Board in June 2010. The Plan draws on the lessons of the GAP and seeks to apply these to mainstream gender in Bank operations (2011 -2013). The findings of the final independent evaluation of the GAP – set to launch this spring – will further inform efforts to mainstream and scale up successful approaches and initiatives.

¹ “Applying Gender Action Plan Lessons: A Three-Year Road Map for Gender Mainstreaming (2011-2013),” May 25, 2010. http://siteresources.worldbank.org/INTGENDER/Resources/336003-1241561860207/GAPtransitionplan_may25.pdf

I. INTRODUCTION

1. **This fourth and last annual progress report summarizes the main accomplishments of the World Bank Group Gender Action Plan “Gender Equality as Smart Economics” (GAP) over the four years (2007-2010)** and discusses lessons learned and remaining challenges to further institutionalize gender mainstreaming at the Bank. The report reviews initial conditions and changes over the period (section II); summarizes GAP resource mobilization and governance (III), and accomplishments and lessons learned (sections IV and V), and outlines the challenges and next steps (section IV).

2. When all the results of the GAP and of a final independent evaluation are available later this year, they will provide a more complete assessment of results and lessons learned.

3. **Launched in 2007, the plan aimed to advance women’s economic empowerment by influencing the way the Bank does business in the economic sectors.** The GAP focused on increasing women’s access and participation in four key markets: labor, land and agriculture, private sector development and finance, and infrastructure, which underpins access to all markets. It spanned a four-year timeframe and four main action areas: operations; results-based initiatives; research, impact evaluation and statistics; and communications.

4. **In 2007, the Bank’s track record in implementing policies to promote gender equality was mixed, and performance was particularly weak in the economic sectors.** The plan’s focus on increasing attention to gender-related issues in World Bank operations in the economic sectors came in response to lagging progress in terms of economic opportunities for girls and women, matched by the Bank’s consistently stronger record in gender mainstreaming in health and education, as compared to the economic sectors.²

5. **Improving the Bank’s performance by more fully utilizing its comparative advantage in the economic sectors and in analytical work** was a logical focus when, in early 2006, it was challenged by member countries to “do more” to help achieve gender equality. While acknowledging that education and health are long-term investments in growth, the plan was thus narrowly focused on boosting women's economic empowerment in the short term.

6. **The GAP targeted operations rather than organizational change and processes; was evidence-based and oriented to measuring results; and used incentives to generate demand.** The plan assumed that providing evidence that strengthens the business case for gender equality could influence Bank staff and that demonstration effects could do the same beyond the Bank. The plan emphasized the importance of gathering evidence to support this business case and of measuring results and impact. It used financial incentives to increase internal demand for GAP work, assuming that incentives would be better than mandates in convincing Bank staff to

² Projects in economic sectors fall under the following sector boards/networks: Agriculture and Rural Development, Economic Policy, Financial Management, Financial & Private Sector Development, Public Sector Governance, Transport, Urban Development, Energy and Mining, Water and Sanitation and Global Information and Communications Technology.

embrace gender equality objectives in their work.³ By focusing on operations, the GAP aimed to develop sector-specific demand and capacity from the bottom up.

7. **Internally, the GAP aimed to change the way the Bank does business by enhancing gender awareness in operations in the economic sectors.** While the plan aimed to ultimately expand women's opportunities in client countries, intermediate measures of success were more Bank-specific. These include the generation of knowledge to make the business case for gender equality; gender-informing the Bank's analytical work in the economic sectors; influencing the tools and instruments the Bank uses to accomplish its economic sector goals and provide technical assistance; building a body of statistics and indicators on economic participation disaggregated by gender; and informing the Bank's capacity-building and learning programs. This report reviews progress primarily against these Bank-centric measures. Findings indicate that the Bank is well on its way to delivering on its GAP commitments.

- **Over the past four years, Bank operations have become significantly more gender-informed, particularly in the economic sectors.** The more rapid progress in GAP sectors, and the fact that this progress was uniform across all sub-sectors, suggests that the plan met the objective of increasing Bank attention to gender equality issues in its economic sector work.
- **A renewed Bank commitment to gender equality as a strategic development priority** was made in tandem with the plan's implementation and helps to explain the improved record in gender mainstreaming. This heightened Bank commitment is explicit in the Bank's Post-Crisis New Directions document, the six gender commitments made by President Zoellick in 2008, and the decisions to render gender equality a "special theme" of IDA16 and devote the Bank's flagship *World Development Report 2012* to the theme of gender equality and development.
- **Small amounts of GAP funding have influenced large lending operations.** The GAP has awarded US\$ 4.1 million in small grants to 75 lending operations for project activities aimed at strengthening women's economic empowerment. The total budget of these lending operations amounts to US\$ 8.6 billion.
- **The GAP helped increase the number of sector experts mainstreaming gender in their work.** Overall, competitive processes yielded over 550 proposals, of which 255 received funding. Adding strategic allocations brings the number of GAP-funded activities to over 270. Through such incentive funding, 120 TTLs whose primary function does not include gender issues, and the teams they lead, have benefited from hands-on experience of addressing the gender dimensions of their work.

³ The Bank's past experience, as well as that of other development organizations, showed that organizational changes, including mandates and staff training, had not succeeded in institutionalizing gender mainstreaming (see, for instance, Rekha Mehra and Geeta Rao Gupta, 2008, "Gender Mainstreaming: Making It Happen," in Buvinic, Morrison, Ofosu-Amaah and Sjoblom (eds), *Equality for Women: Where Do We Stand on Millennium Development Goal 3?*, Washington DC: World Bank).

8. **Externally, the GAP sought to influence the gender and development discourse.** It aimed to refocus the attention of development agencies on the importance of women's economic empowerment for development *as smart economics* and galvanize donor and client countries to embrace this objective.

9. The plan formed an external **Advisory Council (AC)**⁴ to guide the plan and mobilize international support for women's economic empowerment. The Minister-level council was comprised of representatives from donor and client countries, private sector leaders, civil society representatives and experts in the field.⁵ It met semi-annually and promoted a number of initiatives to refocus the attention of the development community on the plan's objectives.

10. **Women's economic empowerment and "gender equality as smart economics" have taken center stage in development discourse since the plan was launched and the AC was constituted in 2007.** Illustrations include the 2007 G8 Summit Declaration, under the chairmanship of German Chancellor Angela Merkel, that emphasized "the importance of the political and economic empowerment of women as a contribution to sustainable growth and responsible government," and Denmark's 2015 Call for Action on MDG3 and 100 commitments for gender equality and empowerment of women (2008). More recently, priority given to women's economic empowerment as smart economics was reflected by the main directions taken by the newly established UN Women and in the U.S. Secretary of State's statement on International Women's Day (2011).

11. While the plan's implementation focused on influencing Bank economic sector operations and the international development discourse, preliminary evidence suggests that **GAP funded initiatives also contributed to the plan's main objective of expanding girls' and women's opportunities in client countries.** Selected actual or expected results from WBG operations that received GAP support are listed in Box 1 below.

⁴ For more details, please refer to Annex 1.1.

⁵ Heidemarie Wiczorek-Zeul, then Germany's Minister for Economic Cooperation and Development, was the Council's first Honorary co-Chair and Gender Champion.

Box 1. Expanding Girls and Women’s Economic Opportunities through World Bank Group Projects: Selected Results

Actual or expected results of World Bank Group (WBG) projects that received GAP contributions include the following:

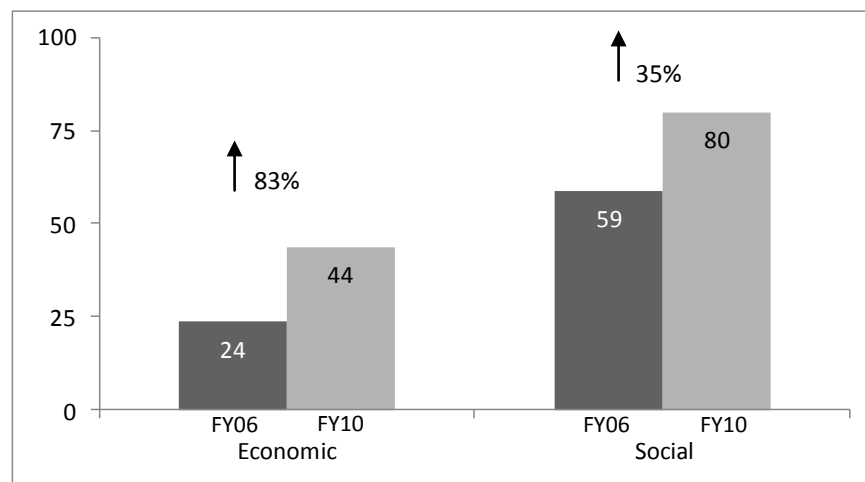
- In Ethiopia, 12.9 million women gained access to land rights through joint titling;
- In Kenya, 88,000 women smallholder producers will gain access to markets and control over resources and systems of distribution;
- In rural Lao PDR, close to 15,000 disadvantaged households, including 1,000 female-headed households, now have electricity; connection rates for female-headed households increased from 67 to 95%;
- In Bangladesh, 11,000 poor and vulnerable women from areas of the country that are lagging behind, will be trained for jobs in the export-processing zones;
- More than 20,000 adolescent girls and young women in eight, mostly low income, post-conflict countries receive skills training and other support to help them transition from school to work;
- *Standard Chartered Bank* (a member of the Private Sector Leaders Forum) committed to provide life-skills education for 100,000 girls in developing countries;
- A US\$ 50 million IDA16 loan under preparation will be devoted solely to addressing key constraints to the growth of female-run micro-enterprises in Ethiopia;
- US\$ 120 million will be channeled through innovative product lines to provide financial services to women entrepreneurs in Egypt, aiming to reach between 350,000 and 400,000 women-managed SMEs;
- Thanks to IFC’s support for SMEs, 2,500 women entrepreneurs accessed US\$ 86 million in loans. Two thousand women SME owners received training and over 6,100 new deposit accounts were opened.

II. CONTEXT

12. **At the outset of the GAP, the Bank’s track record in implementing policies to promote gender equality in client countries was mixed, and performance was particularly weak in the economic sectors.** The gender mainstreaming strategy that the Bank adopted in 2001 resulted in increased attention being paid to gender issues in operational and analytical work. However, the peak was short lived, and —as shown in Figure 1— concentrated in the social sectors. Thus, the logical focus of the new Bank commitment to “do more” to gender-inform its overall portfolio was to more fully utilize its comparative advantage in the economic sectors and analytical work.

13. **Over the past four years, the Bank’s operations became significantly more gender-informed, in particular in the economic sectors.** Figure 1 shows that by 2010, gender coverage has increased, both in the economic and social sectors, since the launch of the GAP, and that the percentage increase in GAP sectors exceeded that in social sectors.

Figure 1. Gender coverage in World Bank lending operations (percent)
(FY06 and FY10)



Note: Lending operations in economic sectors fall under the following sector boards: Agriculture and Rural Development, Economic Policy, Financial Management, Financial & Private Sector Development, Public Sector Governance, Transport, Urban Development, Energy and Mining, Water and Sanitation and Global Information and Communications Technology. The remaining sector board operations fall under social sectors.

Source: “Implementing the Bank’s Gender Mainstreaming Strategy; Fiscal Year 09/10 Annual Monitoring Report, April 2011

14. **Moreover, improvements in the economic sectors are driven by increased gender coverage in all sub-sectors —not by changes in the composition of the lending portfolio.** A decomposition of the change in gender coverage from FY06 to FY10 shows that only one percent of the 20 percentage point increase (from 22% to 44%) in the economic sectors can be attributed to changes in the portfolio of projects. In other words, the change is not explained by a shift towards the sub-sectors with a higher probability of being gender-informed. However, for

the social sectors, as much as half of the increase in gender coverage relates to changes in the portfolio composition. The more rapid progress made in GAP sectors, and the fact that progress seems to be uniform across all sub-sectors, is consistent with—but not conclusive proof of—GAP effectiveness.

15. In addition to increased attention to gender in Bank lending operations, a new way of doing gender business has emerged. This mirrors the guiding principles of the GAP in its sharpened focus on: (i) expanding girls’ and women’s economic empowerment; (ii) incorporating gender issues into the “hard” sectors that stubbornly resisted mainstreaming; (iii) embedding gender analysis in core diagnostics; and (iv) investing in rigorous evidence and pilot experiments to inform operations.

16. Since the launch of the GAP, the Bank has made strong commitments to women’s economic empowerment and gender equality. In 2008, triggered by an MDG3 Champion Torch from Denmark’s Minister for Development Cooperation, with a challenge to “do more” to promote women’s economic empowerment, President Zoellick made six commitments. Since then, the Bank has continued to deliver on these commitments by: (i) improving the integration of gender into the Bank’s agriculture and rural development work; (ii) providing more than US\$ 100 million in credit lines at commercial banks for women entrepreneurs through the IFC; (iii) launching the Adolescent Girls Initiative (AGI) and the Private Sector Leaders Forum; (iv) ensuring Country Directors report on gender activities and priorities; and, most recently, (v) including gender as a Special Theme of IDA16 (see Annex 2.1). In addition, gender equality and development will be the theme for the 2012 World Development Report (WDR) —the World Bank's flagship publication.

17. IDA deputies’ decision to make gender equality a special theme of IDA16 further strengthened Bank commitments to gender equality and women’s economic empowerment. As a result of this decision, the Bank is committed to: (i) reflecting the findings of country gender assessment in 100% of IDA CASs; (ii) increasing gender-informed investments and monitoring progress; (iii) tracking indicators to measure IDA’s support in terms of gender-based country outcomes; (iv) preparing Regional Gender Action Plans; (v) implementing the Reproductive Health Action Plan and completing the Education Sector Strategy with a strengthened focus on gender issues in high priority countries (See also Annex 2.2).

18. Last year, a Transition Plan to institutionalize the lessons from the GAP was produced at the request of the World Bank Group Board of Executive Directors. The Plan builds upon the lessons learned from the implementation of the GAP, and sets out a proposal to improve the Bank’s performance on gender and development. It seeks to strengthen the implementation of the Bank’s gender policy and places special emphasis on improving attention to gender issues in Bank instruments (CASs). It covers WBG operations from 2011 to 2013.

III. RESOURCE MOBILIZATION AND GOVERNANCE

19. **The mobilization of new resources for the GAP remained strong throughout the implementation period.** By December 2010, financial support for the plan amounted to US\$ 70.0 million in pledges—US\$ 45.5 million above the original four-year budget of US\$ 24.5 million. At the end of its final year, all contributions to the GAP Multi-Donor Trust Fund (MDTF) had been received and allocated. Outstanding receipts refer to the Adolescent Girls Initiative (AGI), which will continue beyond the close of the GAP. The Bank has disbursed funds to the GAP from the President’s FY07 contingency fund, the Development Grant Facility (DGF), incremental allocations in the FY08-FY11 World Bank budget, and FY08-FY11 matching funds from the regions and networks (Table 1).

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

Source	Pledges ¹ (US\$)	Receipts (US\$)
Trust Fund	56,008,047	52,433,788
Bank Budget	13,988,860	13,988,860
Total	69,996,907	66,422,648²

¹Net pledges exclude administrative fees, to indicate the amount available for GAP implementation. Gross trust fund pledges amount to US\$ 58,202,029 (See Annex Table 3.1 and 3.2). The total paid in administrative fees is US\$ 2,193,981.

²Outstanding receipts refer to US\$ 3,574,259 in pledges to the AGI MDTF received after December 2010.

20. **By the close of the GAP, Australia, Canada, Denmark, Finland, Germany, Iceland, Italy, the Nike Foundation, Norway, Spain, Sweden, Switzerland, and the United Kingdom had pledged a total of US\$ 56.0 million to the GAP.** This includes pledges to the AGI and the GAP.⁶

21. **The GAP has leveraged strong external and internal governance structures.** The Advisory Council members have actively raised the degree of international attention paid to the importance of women’s economic empowerment, in addition to providing valuable guidance on how to implement the GAP. The Executive Committee has ensured the alignment of regional priorities and overall GAP objectives. Comprised of senior level representatives from the Bank’s regions and networks and the IFC, the Committee has helped ensure greater ownership of issues pertaining to gender equality and women’s economic empowerment, with the regions maintaining regional and Bank-wide priorities within the GAP’s focus area. It has offered transparency and accountability to both demand- and supply-driven funding allocations.⁷

⁶ Please refer to Annex 3.1a and b for more details.

⁷ The list of members of the Advisory Council and the Executive Committee (as of 2010) is included in Annex 1.1.

IV. MAIN ACCOMPLISHMENTS

Allocations

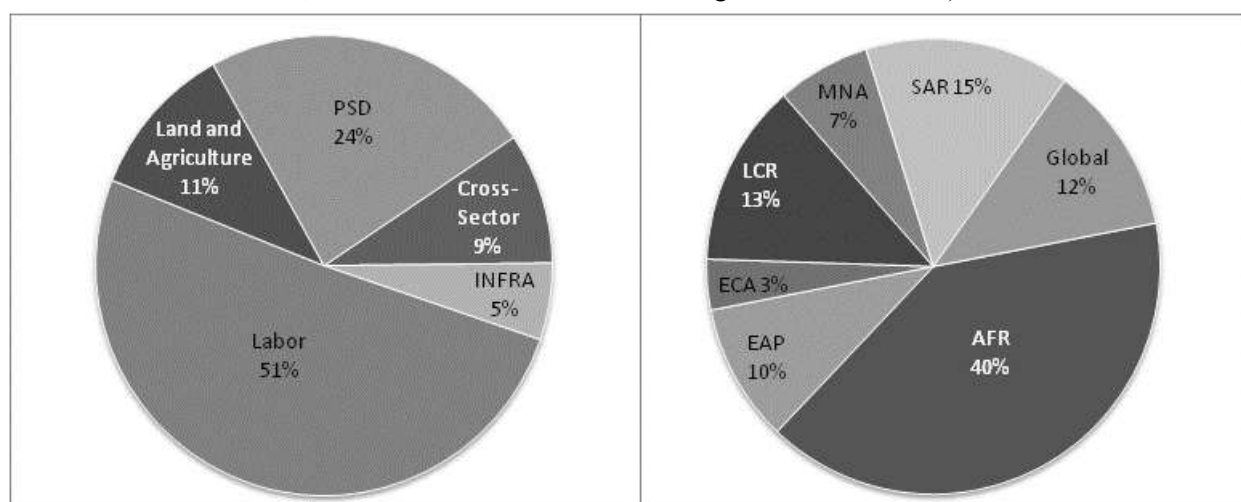
22. **The bulk of GAP pledges went to the Bank's regions and networks with more than three quarters of funds going to IDA countries.** Regions and networks received 75% of total allocations (US\$ 52.2 million), which exceeds the 66% originally budgeted for this (Annex 4.1). These funds have translated into 270 initiatives in more than 78 countries; the largest proportion of the funds went to Africa (40%) with South Asia and Latin America receiving 15 and 13%, respectively. Cross-regional (global) initiatives focused on capacity-building, and data and statistics account for 12% of activities (Figure 2).

Table 2: GAP-funded work in IDA/IBRD countries

	Allocations (US\$)	Percent of total	Initiatives	Percent of total
IBRD	7,211,599	14	74	27
IDA (incl. blend)	35,935,428	69	131	49
IDA/IBRD and global ¹	9,058,214	17	65	24
Total:	52,205,241	100%	270	100%

¹Multi-country initiatives with activities in both IDA and IBRD countries and multi-regional activities classified as “global”

Figure 2: GAP Allocations by Markets and Regions
(US\$ 52.2 million to the Bank's Regions and Networks)



23. **Allocations vary across markets as each sector faced distinct opportunities, challenges and constraints.** The largest share of funding allocations (51%) went to the labor market, which includes US\$ 20.3 million to the AGI (Figure 2), followed by private sector development (24%) —a sector which previously gender-informed its policies and operations to a very limited extent.

The infrastructure sector received the smaller share of funds (5%), which reflects lower demand and possibly limited capacity to gender-inform such operations.

24. GAP allocations focused on operational work carried out by teams in the Bank's regions and networks. Nearly half of the funds allocated to regions and networks went to economic and sector work (ESW) and operations. Twenty-three percent was apportioned to building the evidence base on women's economic empowerment through research, impact evaluations and statistics. Another 16% was assigned to institutional capacity-building and dissemination activities. Results-based initiatives testing various interventions to empower girls and women economically received 16% (see Annex 4.2).

25. Remaining funds that were not allocated to regions and networks (US\$ 17.5 million) went to PRMGE-led activities. These include GAP implementation and coordination (US\$ 5.3 million); research, impact evaluation and statistics which includes US\$ 1 million for the Marrakesh Action Plan for Statistics and partnerships with UN Statistics (US\$ 5.2 million); communications and capacity-building, including new partnerships such as the Private Sector Leaders Forum (PSLF) (US\$ 4.6 million); and the two-year Doing Business Gender project (US\$ 2.4 million).⁸

Allocation Mechanisms

26. The primary mechanism for allocating GAP funds has been competitive calls for proposals. The calls revealed considerable demand within the Bank for work on women's economic empowerment. A total of eleven competitive calls for proposals were issued during the GAP with considerable response.⁹

27. In addition, US\$ 10m were given to the Bank's Regions and Networks for high-priority initiatives and sectors. In response to new commitments on gender, the GAP allocated US\$ 1.75 million to Bank regions for results-oriented activities linked to operations in agriculture and rural development (ARD). Regions also received a total of US\$ 1.2 million to strengthen institutional capacity and further align GAP work with regional priorities. Working with the Development Impact Evaluation Initiative (DIME) the GAP supported efforts to mainstream gender in impact evaluations of Bank operations. As illustrated in Box 2, the International Finance Corporation (IFC) received US\$ 1 million to support the implementation of plans to ensure that 25% of the 3.1 million small and medium-sized enterprises (SME) it plans to reach by 2013 are women-owned.

⁸ Please refer to Annex 4.1 for more details.

⁹ Please refer to Annex 4.3 for more information.

Box 2. Access to Finance for Women-Owned SME Projects

In 2010, the GAP allocated US\$ 1 million to the IFC to analyze the demand and use of financial products and SME services on a sex-disaggregated basis in 21 countries in five regions. The information will help IFC investment and advisory staff to develop targeted regional access to finance for women SME projects. Furthermore, this supports IFC's commitment to ensure that 25% of the 3.1 million SMEs it plans to reach by 2013 are women-owned. To-date, client banks in target countries have been identified and survey instruments developed. Findings will be disseminated by December 2011.

28. **Strategic funds were also used to pilot and test interventions to empower girls and women economically.** Results-based initiatives were launched in nine countries in partnership with the UN Development Fund for Women (UNIFEM) and the International Center for Research on Women (ICRW) and other international and national NGOs. The pilots and embedded evaluations aim to build knowledge of how to strengthen female entrepreneurship and gender equality at the workplace. The AGI incorporates rigorous impact evaluations in all its eight country pilots to assess the impacts of a range of interventions to help adolescent girls and young women transition into productive work.

Box 3. The Adolescent Girls Initiative

The AGI is helping young girls safely transition into the labor market in low-income countries, many of them post conflict. The innovative public-private partnership has grown rapidly since its launch in 2008 and now targets about 20,000 girls. Rigorous impact evaluations are embedded in all pilots, including in: Afghanistan, Haiti, Jordan, Lao PDR, Liberia, Nepal, Rwanda, and Southern Sudan. Donors include the Nike Foundation and the governments of Australia, Denmark, Norway, Sweden and the UK.

- In **Liberia**, 2,500 girls and young women will receive six months of training in business development skills, job skills and life skills, with additional support to find jobs or start 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 with more than 3,000 members. In addition to offering a safe space for girls to socialize and exchange experiences, the Clubs offer 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.

An Action Plan to enhance implementation and take the initiative to scale is now being prepared. The Nike Foundation has pledged an additional US\$ 2 million to support: (i) the launch of the AGI pilot in Haiti, as part of an expansion of the Initiative to test girl-targeted cash transfers and stipends in at least 4 to 5 low-income countries; and (ii) for a small-grant mechanism – the Scale and Innovation Fund - aimed at institutionalizing the AGI throughout the Bank's work, with a particular focus on IDA countries.

Main Activities

29. **The portfolio of GAP activities differs across markets.** Table 3 at the end of this report summarizes the main activities by market, following the monitoring framework devised for the GAP. In brief, activities were shaped by the needs of each particular market.¹⁰

- Activities in **Labor** aimed to: inform policies and programs to promote female employment through research and evaluations that help expand the knowledge base of gender issues in labor market, and through pilot interventions; improve statistics on women's labor force participation in both formal and informal sectors; and to promote policy dialogue with client countries to increase women's labor force participation.
- In **Land and Agriculture** GAP-funded work covered a broad range of activities related to land rights, off-farm employment, access and management of water resources (irrigation), access to markets, and decision making in rural and agricultural development projects in the regions. Activities related to women's land rights focused on assisting governments to gender-inform ongoing land reform processes and building the evidence on the impacts of land-related laws and processes such as land titling on women's access to finance, levels of agricultural productivity and household welfare.
- **Finance and Private Sector Development** activities included analytical work to better understand the constraints that female entrepreneurs face, such as financial access, regulatory barriers, and skills development. GAP-funded activities have helped increase women's access to financial services, by working directly with commercial banks and micro-finance institutions. Other work includes pilots to test models for promoting women as part of the core business and HR practices of private sector firms and innovative public-private partnerships to support gender work at the policy and firm levels in the extractive industries.
- Most activities in **Infrastructure** were linked to operations, however more work is needed to strengthen the evidence base on what works in terms of gender-informed operational work. In response to the capacity constraints in the sector, the GAP funded learning events where more than 200 staff participated and seven gender and infrastructure tools were developed in the areas of water, transport, urban development, energy, mining, and ICT. The GAP also hosted regional workshops on "Gender Equality and Infrastructure" together with regional MDBs targeting WB and MDB staff and their client counterparts, as well as targeted capacity building of implementing agencies (Box 4).
- GAP-funded **cross-cutting work** includes communication, dissemination, capacity building and learning activities, activities to build gender-related statistics and work related to women's economic empowerment that falls outside of the core GAP sectors such as activities to improve targeting of safety nets and social protection programs and policies and increase gender attention into public budgeting, among others.

¹⁰ Please also refer to Annex 4.6 for a list of activities.

Box 4. Infrastructure: Building the Capacity of Implementing Agencies

In the **Philippines**, under the US\$ 60 million Metro Manila Urban Transport Integration Project, GAP funds supported capacity building of the Department of Public Works and Highways (DPWH) to integrate gender issues in transport policy, planning, project design and implementation. Main outputs included: (i) a report on gender issues in infrastructure development practices, (ii) toolkits on making urban infrastructure projects, programs and policies gender responsive; and (iii) capacity-building activities to pre-test the Toolkit and Training Guide. In addition to influencing the design of the urban transport project under preparation, follow-up activities include expanding the capacity-building activities to other infrastructure sectors (e.g., national bridges, flood control, water resources projects and other public works); and the possibility of fielding an empirical study of the travel needs and behavior of women and men in urban and rural areas.

In **Kenya**, GAP funds supported the Ministry of Water and Irrigation (MoWI) in a capacity building effort to equip Gender Units and Gender Desk Officers from water sector institutions with the needed skills to effectively promote gender mainstreaming within their institutions. As a result of the trainings, gender mainstreaming activities were initiated in all the participating institutions. As a follow-up activity, with funding from the South-South Knowledge Exchange, an experience exchange will be carried out between Kenyan and Indian water sector institutions to learn about successful gender integration in the water and sanitation sector in both urban and rural contexts. The exchange will expose the Kenya delegation to best practices on gender integration in water resources management, sanitation and hygiene promotion sector that can inform the development of a gender policy for the water sector in Kenya.

30. **GAP-funded impact evaluations are strengthening the evidence base for women's economic empowerment.** Adding to pilot interventions with embedded impact evaluations such as the AGI and Results-based initiatives, the GAP has fostered strategic partnerships with the Bank's Development Impact Evaluation Initiative (DIME) and with the Spanish Impact Evaluation Fund. In addition to these stand-alone initiatives, incentive funding in the amount of US\$ 4.3 million has enabled gender-differentiated analysis to be incorporated in the impact evaluations of more than 30 Bank-supported projects. The sectors range from social safety nets and social protection programs to labor market programs and interventions to strengthen women entrepreneurship and business development skills.

Box 5. GAP-funded Impact Evaluations Influencing Operations

In **Tunisia** a GAP-funded evaluation of a pilot addressing high youth unemployment by promoting entrepreneurship among university graduates has received much attention from the Government. The pilot offers a combination of grants and/or business coaching for winners of a business thesis competition. Nearly two-thirds of participants and thesis competition winners were female, suggesting high demand. The study, currently under implementation, will measure enterprise creation and labor market outcomes as a result of the professional “hand-holding”. The pilot has been included in the policy matrix of Tunisia’s first Development Policy Loan (DPL) and a large scale-up has been requested by the Cabinet. Results from the evaluation will inform the planned

scale-up.

In **Liberia**, the GAP supported an innovative, low-cost and light evaluation to assess the gendered impacts of a national cash for works program. The overall positive assessment informed the design of a US\$ 16 million Liberia Youth, Employment, Skills project which aims to create additional short-term jobs for youth, finance demand-driven skills development programs serving the informal and formal economy. The program is also set to lay the foundations of a stronger institutional framework for technical and vocational education and training.

In **Morocco**, where rural women's control over decisions in their household is limited, preliminary results from a Conditional Cash Transfer (CCT) program aiming to reduce drop-out rates among primary school children were instrumental to inform changes in policymaking. The program was scaled up nationwide to eligible poor regions after preliminary results of the program impact evaluation showed that cash transfers were more effective when given to mothers instead of fathers to decrease dropout rates, increase the number of children going back to school (after dropout) and improve learning.

31. GAP support for research provides new insights into under-studied topics such as entrepreneurship, trade, economic crises and safety nets.

- A study in Lima, Peru, shows that only the combination of business training and technical assistance (visits to businesses) improves the business practices and sales of a randomly selected group of female micro-entrepreneurs. Research on cross-border traders in the Great Lakes Region of Africa finds that although the majority of cross-border traders are women (85% of respondents), most of the stakeholders or officials (82%) are men. A survey of female cross-border traders in eastern DRC shows high levels of bribes (85% frequency of reporting) and physical harassment and violence (54%). Studying male and female cotton growers in Uganda where male farmers produce, on average, 67% more cotton per unit of land than female farmers, research finds women's less solid land ownership arrangements of smaller and lower quality plots to be one source of the gender difference in productivity. Another source of the productivity differential is that most of the productivity-enhancing agronomic training reaches male rather than female farmers.
- Investigating the impact of Indonesia's 1997 economic crisis using firm level data, analysis shows that firms that were hit were more likely to shed female than male employees. However, exporting firms that were less hurt by the crisis also employed more women than men. Research on the recent economic crisis in Cambodia finds that women workers were the primary 'adjusters' -- they more often increased their participation in the labor force to compensate for declining household income and they were also more often 'discouraged workers'. Public works was a commonly used policy intervention during the recent crises. Evaluation of a public works program in Liberia finds that female participants experienced a net income gain from participating in the program; this net income gain for female participants was marginally larger than that for male participants.
- A group of research studies analyze different dimensions of conditional cash transfers (CCT) design. Testing the relative effectiveness of giving cash transfers to mothers and fathers, a conditional cash transfer program in Morocco finds that giving transfers to

mothers is more effective in reducing drop-out rates and improving re-enrollment of out-of-school children. Testing the importance of conditionality in a cash transfer program, an experiment in rural Malawi shows that conditionality matters for improving girls' schooling. However, unconditional transfers rather than conditional transfers have a more beneficial effect on delaying girls' marriage and reducing probability of becoming pregnant.

32. GAP activities in data and statistics have added valuable information to the existing body of sex-disaggregated and gender-relevant data and indicators. Activities focused on three key areas: (1) increase availability and use of gender indicators; (2) identify and fill data gaps, develop new indicators and engender WBG and other surveys; and (3) build international and national capacity to obtain and use sex-disaggregated data. These efforts resulted in 43 original datasets and multiple tools for gender analysis, including ADePT, Enterprise Surveys, an expanded *GenderStats*, Key Gender Employment Indicators, Employment Lab, the Gender Law Library and the Little Data Book on Gender, among others. The GAP also funded a capacity-building training program on gender statistics.

Box 6. The Gender Statistics Training Program

GAP funds were used to develop a capacity building training program on gender statistics, consisting of 20 thematic modules including labor statistics, agriculture, decision-making, entrepreneurship, gender-based violence, education, health, access to finance, access to assets, advocacy for gender statistics, ICT, gender and minority groups, social exclusion, communication and dissemination of gender statistics. Targeted to statisticians, government officials, gender experts and trainers on gender statistics worldwide, the training program includes state-of-the-art multi-media presentations, videos, a manual on gender statistics, and facilitation guidelines for gender statistics advocates. The program was piloted and successfully implemented in the ECA Region, in cooperation with UNECE, and will be wholesaled to other regional capacity building institutions as a ready-to-use training toolkit. The program will be launched in E-Learning through the WBG *GenderStats* website in July 2011.

33. The Women's Economic Empowerment Index developed by the Economist Intelligence Unit provides data on the economic landscape that women face globally. The index is a pilot effort to assess the laws, regulations, practices, and attitudes that affect women workers and entrepreneurs. It uses 26 indicators, selected and validated by a panel of gender experts, to evaluate every aspect of the economic and social value chain for women, from fertility to retirement. By exploring binding constraints that women face, it points to steps that governments can take to improve opportunities for women and boost overall economic performance. UN Women plans to use the index to inform their economic empowerment work, in partnership with the World Bank and the La Pietra Coalition.

34. New capacity building approaches such as the "real time" training model adopted in the GAP-DIME partnership are laying the ground work for enhanced quality of gender integration in operations. The US\$ 1.3 million GAP- DIME Partnership in the context of Agricultural Adaptations has provided gender-tailored impact evaluation training to over 36 teams, and resulted in more than 30 agriculture and rural development projects with gender

informed design, including the collection of gender-disaggregated data and the estimation of gender effects of selected interventions. ARD operations totaling US\$ 556 million in Africa will have gender-informed impact evaluations alongside another estimated US\$ 1 billion in operations in South Asia and US\$ 250 million in Brazil.

35. PRMGE-managed communications and outreach activities helped raise awareness about women's economic empowerment within and outside the Bank. As part of this work, PRMGE established new lines of collaboration with external partners, including the Private Sector Leaders Forum (PSLF), a group of 23 CEOs¹¹ of global companies who acted as “ambassadors” for the GAP. The PSLF has provided a platform for leaders in the private sector to continue their commitment to making gender a part of their core business, often through innovative partnerships. Two of its members, *Belcorp* and *McKinsey* have partnered to provide financial literacy training to 50,000 women in Latin America. Members have also joined forces to increase the number of women-owned businesses in their collective supply chains—committing to spending US\$ 2 billion on products and services from women-owned businesses over the next three years. Members have requested that the PSLF reconstitute for a second period to build on the good work done during the first three years of existence.

¹¹ Please refer to Annex 4.5 for more details.

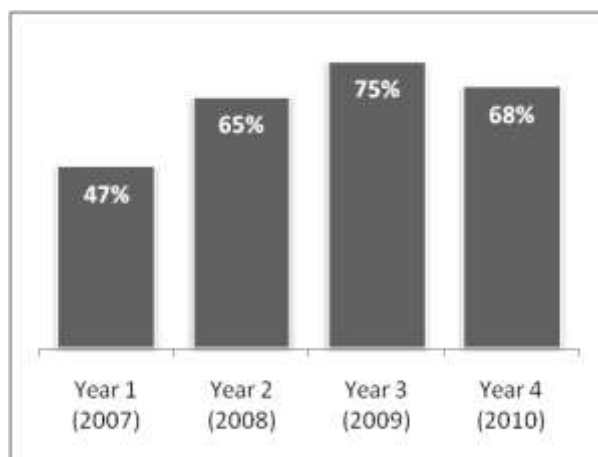
V. LESSONS FROM IMPLEMENTATION

36. **While final results are not yet in, a few early lessons can be drawn from the processes used to implement the Action Plan.** A final independent evaluation of the GAP is set to launch this spring and will provide a complete assessment of results and lessons learned. The external evaluation will assess GAP achievements in terms of impact on Bank staff and activities, and identify main lessons of the GAP as well as challenges in terms of institutionalizing these lessons.

37. **GAP incentives helped reveal and generate demand for work on women’s economic empowerment.** Financial incentives offer an effective means to generating demand for gender work and the GAP revealed a strong demand for work on women’s economic empowerment. A total of 554 funding proposals were submitted in the different competitive calls for proposals, out of which 255 were selected for a total of US\$ 18.1 million in funding. Submissions increased over the four year period. Response to the final call issued in September 2010, was the highest ever in a one single call.

38. **The demand-driven and incentive-based approach also broadened the base for gender work at the Bank.** Competitive calls elicited demand from sector specialists previously not engaged in gender work, and financial incentives helped equip them with the knowledge, experience and tools to mainstream gender. Through ‘learning-by-doing’ nearly 120 TTLs and their team members whose primary function does not include gender have benefited from hands-on experience with addressing gender concerns in their analytical and operational work. Demand from these TTLs increased over the years; 47% of GAP awardees in 2007 were new to gender compared to 75% in 2009 (Figure 3). A slight decline in 2010 was due to a call for proposals targeting existing GAP grants for dissemination and capacity building purposes.

Figure 3: Task Team Leaders Awarded GAP Funds
(Percentage of TTLs whose primary function does not include gender issues)



39. **The GAP “Just-in-Time” window showed that small grants can influence large-scale operations.** The GAP issued six Just-in-Time (JIT) calls for proposals offering 'top-up' funding

to strengthen the focus on women's economic empowerment in existing Bank work. The JIT approach proved successful as a quick and flexible funding mechanism for strengthening the gender focus, particularly in lending operations. Through the JITs, the GAP awarded US\$ 1.8 million for activities aimed at increasing economic opportunities for women in 49 lending operations. The combined lending amount for these operations is US\$ 5.4 billion. Counting all competitive calls, the GAP awarded US\$ 4.1 million to 75 operations with a total lending amount of US\$ 8.6 billion.

Box 7. Small Investments Leveraging Change in Large-Scale Lending Operations

As part of preparatory lending activities for an approved US\$ 30 million **Afghanistan** Rural Enterprise Development Program, a comprehensive Gender Equality Strategy was carried out with JIT funding. It aimed to enhance the role of women as producers in the rural economy and increase opportunities for employment and entrepreneurial activities. As a result, women were included across all components in the project as well as specific gender outcome indicators.

In **Peru**, a series of pilots were designed with support from the GAP to test interventions aimed at increasing women's participation in Water Users' Organizations (WUO) by building their technical, financial and management capacity. The findings from this work influenced the design of the US\$20 million Sierra Irrigation Project which aims to modernize and rehabilitate collective irrigation systems, and to develop the financial and management skills of WUOs.

In **Ethiopia**, the GAP funded three studies that will inform the design of a US\$ 50 million IDA project targeting women owners of micro and small business. The project aims to tailor financial products and increase their availability for women entrepreneurs across the country. It will provide business development skills training, support technology and product development. Funding was used to: evaluate the reach and potential for expansion of existing services to female entrepreneurs; identify high-potential economic sub-sectors for women entrepreneurs; and assess how to most effectively support women entrepreneurs in project-supported areas.

40. GAP funds were successful at leveraging matching contributions from the Bank's regions and networks. Competitive allocations have continuously exceeded the 50% matching criterion for GAP funding. On average, every GAP dollar spent has raised another two dollars in matching funds.

41. Preliminary evidence (from self-reports by TTLs) suggests that substitution and crowding-out effects were largely avoided. Interviews with TTLs (conducted by external evaluators) and feedback from staff gathered from grant completion reports suggest low levels of substitution. Eighty-nine percent of TTLs of completed GAP activities report that the activities would not have been carried out without GAP funding.¹²

¹²Based on the analysis of 144 completion reports, of which 102 provided answers to the question "would activities have been carried out without GAP funding?"

42. **Since its launch, the GAP has progressed from an open, demand-driven approach to more targeted demand, and to funding strategic work.** Demand-driven approaches are generally more transparent, reflect broader interests, pick up opportunities that may not be known, and have greater outreach. Demand-driven approaches also proved easier to implement; initiatives seem to gain traction faster, in part because the commitment of staff tasked with implementation is already secured. Their ability to yield a strategic focus is, however, limited.

43. **More targeted approaches have helped ensure strategic focus and quick responses to emerging issues and priorities.** A series of more strategically focused calls for proposals have been issued targeting: (i) analytical work looking at the impacts of the food and financial crisis on women and girls; (ii) the integration of gender into the Bank's country-level analytical work (see Box 8); and (iii) dissemination and knowledge sharing activities to share evidence and lessons learned from GAP-funded activities.

Box 8. Strengthening the Attention to Gender in Country-level Diagnostics

A call for proposals targeting core country-level diagnostic work strengthened the GAP body of analytical work aimed at influencing country policy dialogues. Awards included work in Benin and Togo that deepen on-going poverty analysis by looking at gender differences in the enabling environment for poverty reduction with a particular focus on assets and property rights. Findings will inform the preparation of the next Poverty Reduction Strategy Papers in both countries and the upcoming Country Partnership Strategy in Togo. Similar work is underway in Tanzania, where barriers to women's participation in informal and formal labor markets are analyzed in relation to areas where the Bank has an active assistance program such as human capital, private sector development and infrastructure. Findings will inform the Country Assistance Strategy (CAS) currently under preparation.

Lessons from Benin, Togo, Tanzania and a range of other GAP-funded country-diagnostic work will help build experience and best-practice examples for how to include gender into the Bank's core diagnostic work in ways that facilitate a more gender-informed country dialogue. This is a timely investment in analytical capacity given existing operational policy requirements and the IDA16 commitment that all CASs be gender-informed.

44. **Supply-driven allocations helped strengthened the Action Plan's alignment with regional and country priorities.** Demand-driven approaches have been accompanied by strategic allocations to mainstream gender into emerging priorities. An example of the relevance and timeliness of the GAP in responding to strategic needs is the US\$ 1.8 million allocation made to regional ARD teams in order to solidify progress spurred by President Zoellick's new gender commitments. Funds were given to results-oriented activities linked to Bank operations and include for instance real-time monitoring of the impacts of the financial crisis on gender in the agriculture sector in ECA. Results will serve as a baseline for actions aimed at mainstreaming gender in CASs and has also informed the 2012 WDR.

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> 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”; 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, 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. • Strengthen Bank staff and client counterparts’ capacity on integrating gender in infrastructure investments. <i>Progress to date:</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, 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.

Annex 1.1 Gender Action Plan: Membership of Governing and Advisory Bodies

Members of the Advisory Council on Women's Economic Empowerment

As of April 2011 (final meeting of the Council)

Otaviano Canuto (Chair), *Vice President and Head of Network, Poverty Reduction and Economic Management Network (PREM)*

Diane Jacovella, *Vice President, Multilateral and Global Programs Branch, Canada - CIDA*

Søren Pind, *Minister for Development Cooperation, Denmark*

Ritva Koukku-Ronde, *Under-Secretary of State for Development Policy, Finland*

Dirk Niebel, *Minister for Economic Cooperation and Development, Germany*

Herman Ingolfsson, *Director General for International Development Cooperation, Iceland*

Suzanne Kindervatter, *Vice President for Strategic Impact, InterAction*

Augustine Ngafuan, *Minister of Finance, Liberia*

Maria Eitel, *President, The Nike Foundation*

Erik Solheim, *Minister for International Development, Norway*

Jon Lomøy, *Director, OECD Development*

Soraya Rodriguez, *Secretary of State for International Cooperation, Spain*

Gunilla Carlsson, *Minister for International Development Cooperation, Sweden*

Michael Anderson, *Director General for Policy and Global Issues, UK – DFID*

Nyaradzai Gumbonzvanda, *General Secretary, World YWCA*

Vacant, Federal Department of Foreign Affairs, Switzerland

Members of the Executive Committee

As of December 2010

Mayra Buvinic (Chair), *Director, PREM Gender and Development (PRMGE)*

Shaida Badiee, *Director, Development Data Group (DECDG)*

Christina Biebesheimer, *Chief Counsel for Judicial Review, Law and Development - Justice Reform (LEGVP)*

Randi Ryterman (interim), *Director, World Bank Institute – Gov, Innovation & Fragile States (WBIGI)*

John Henry Stein (interim), *Sector Director, South Asia Sustainable Development (SASSD)*

Cyprian Fisiy (interim), *Director, Social Development Department (SDV)*

Maureen Lewis, *Adviser, Human Development Network Office of the Vice President (HDNVP)*

Magda Lovei, *Sector Manager, East Asia & the Pacific Operations and Policy (EASOP)*

Ritva Reinikka, *Sector Director, Middle East & North Africa Social & Economic Development (MNSD)*

Ana Revenga, *Sector Director, PREM Poverty Reduction Group (PRMPR)*

Gisu Mohadjer, *Manager, Operations Policy and Country Services Results Secretariat (OPCRX)*

Louise J. Cord, *Sector Manager, Latin America & the Caribbean Poverty and Gender (LCSPP)*

Benu Bidani, *Sector Manager, Europe & Central Asia Poverty Reduction/Economic Management (ECSPE)*

Jan Walliser (interim), *Sector Director, Africa PREM Front Office (AFTPM)*

Monika Weber-Fahr, *Senior Manager, Sustainable Business, International Finance Corporation (CESSB)*

ANNEX 2.1 The World Bank Group's Six Gender Commitments¹³

To measurably improve the integration of gender equality into our agriculture and rural development (ARD) projects by December 2010. In FY10, in the Africa Region, an estimated 100% of ARD projects were recognized as gender responsive in their design, compared to 54% in FY06. In all regions, the percentage of rural projects that included gender-informed monitoring and evaluation, rose from 29% in FY06 to an estimated 70% in FY10.¹⁴ Also in FY10, 100% of land policy and administration projects used gender analysis to guide design and support regulatory reforms.

To channel at least US\$ 100 million in commercial bank credit lines to women entrepreneurs, through the International Finance Corporation (IFC), by the end of 2012: Between FY08 and FY10, the IFC committed US\$ 750 million through microfinance institutions, and an additional US\$ 35 million through commercial banks, specifically targeted to women-owned small- and medium-sized enterprises.

To have World Bank Country Directors report to President Zoellick on what is being done and what should be done to empower girls and women economically: In 2008 and 2010, Country Directors reviewed all Country Assistance Strategies (CAS), Country Partnership Strategies (CPS) and Interim Strategy Notes (ISN), in line with the Bank's Gender and Development policy (OP/BP 4.20) for country teams. In part based on this experience, new reporting and accountability mechanisms are being developed by the Bank's regional VPUs in 2011.

To launch a work program on “young women count for economic development,” starting with an event prior to the 2008 Annual Meetings: The AGI was launched in 2008 to promote the transition of adolescent girls from school to productive employment through promising interventions that are tested, and scaled-up or replicated, if successful. It is currently underway in seven countries: Afghanistan, Jordan, Lao PDR, Liberia, Nepal, Rwanda and South Sudan. In 2010, President Zoellick announced that it would also be launched in Yemen and Haiti.

To create a Private Sector Leaders' Forum (PSLF) and convene their first meeting on the margins of the 2008 Annual Meetings: The PSLF, established in 2008, is composed of global and regional business leaders committed to empowering women through core business models, strategic philanthropy, diversity and inclusion. In 2009, participating CEOs announced new partnerships and commitments on gender. These included a commitment by Standard Chartered Bank to provide life-skills education for 100,000 girls in developing countries; one by Belcorp to provide business training to 50,000 women in Latin America; and a partnership between Goldman Sachs and the Husnu Ozyegin Foundation in Turkey through which women can hone their entrepreneurial and management skills.

To increase IDA Investments for Gender Equality in IDA16. For the first time, IDA Deputies made gender a ‘special theme’ of IDA16, and committed to: (i) drawing on and discussing the findings of country gender assessment in 100% of IDA CASSs; (ii) increasing gender-informed investments and monitoring progress; (iii) tracking indicators to measure IDA's support in terms of gender-based country outcomes; (iv) preparing Regional Gender Action Plans; (v) implementing the Reproductive Health Action Plan with a focus on 52 priority countries with high maternal mortality and total fertility rates, including 25 countries in the Africa Region; and, (vi) completing the Education Sector Strategy and a program of action targeting gender issues in high priority countries. Operations under IDA16 will be implemented between July 2011 and June 2014.

¹³ From *Implementing the Bank's Gender Mainstreaming Strategy: Fiscal Year 09/10 Annual Monitoring Report, April 2011*, World Bank.

¹⁴ These figures are based on PRMGE's review of AFR projects using the QAG methodology.

ANNEX 2.2 IDA16 Gender Mainstreaming Indicators

With Gender as a special theme for IDA16, the Bank is committed to making rapid progress on the implementation of the GAP Transition Plan and Gender-related MDGs. This entails:

- Drawing on and discussing the findings of gender assessments in 100% of IDA Country Assistance Strategies (CASs);
- Increasing gender-informed investments in IDA countries and monitoring progress;
- Tracking indicators to measure IDA's support to gender-based country outcomes;
- Preparing and implementing Regional Gender Action Plans for IDA countries;
- Implementing the Reproductive Health Action Plan with a focus on 52 priority countries with high maternal mortality and total fertility rates, including 25 countries in the Africa Region; and,
- Completing the forthcoming Education Sector Strategy and the subsequent implementation of a program of action targeting gender issues in high priority countries.

The IDA16 Results Measurement System (RMS) has been strengthened, including through the addition of country-level outcome indicators for gender and Bank-level indicators of IDA operations' to facilitate the tracking of the above commitments. Management will provide a review of progress at the IDA16 Mid-Term Review. IDA16 Gender Mainstreaming Indicators include:

At the country level:

- Gender parity in schooling;
- Ratio of girls to boys in primary and secondary education;
- Ratio of female to male in labor force participation;
- Adolescent fertility rate;
- Maternal mortality rate; and,
- Pregnant women receiving antenatal care.

At the Bank level:

- Sixty percent of IDA projects are gender-informed;
- Seventy-five percent of ARD operations with gender-informed design and monitoring and evaluation;
- One hundred percent of CASs are informed by country specific gender analysis; and,
- Increased number of gender-informed ESW and AAA.

Annex 3.1a Donor Pledges for the Gender Action Plan

(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
Total	37,870,307

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

Annex 3.1b Donor Pledges to the Adolescent Girls Initiative*

(All sources as of December 31, 2010)

Country	Amounts in US\$
Australia	200,000
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
Total	20,331,722

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

Annex 4.1 GAP Expenditures and Commitments, by R&N and PRMGE
(FY07-FY11, US\$)

Allocations to Bank Regions and Networks	52,205,242
PRMGE-managed activities¹	17,539,833
Economic Opportunities for Women (Doing Business) ²	2,407,411
Research, Statistics and other Analytical Work <i>incl. DGF funds for Marrakesh Action Plan for Statistics (US\$1 million)</i> <i>incl. other research and statistics activities (US\$4.2 million)</i>	5,186,818
Communications and Capacity Building <i>incl. Private Sector Leaders Forum (US\$ 0.5 million)</i> <i>incl. other capacity building activities (US\$ 4.1 million)</i>	4,649,947
Implementation and Coordination	5,295,657
Sub-Total GAP	69,745,075

¹Includes US\$ 6.5 million from Bank budget funds and US\$ 11 million from the GAP Multi-Donor Trust Fund

²Includes Australia SDTF (US\$ 511,907) and PRMGE management cost.

Annex 4.2 GAP Expenditures and Commitments, by Action Area
(FY07-FY11)

	Totals (US\$)	% of total allocated
Action Area 1 - ESW & Operations ¹	20,300,840	46%
Action Area 2 - RBIs ²	5,902,883	13%
Action Area 3 - Research, IE, and Statistics ³	10,431,526	24%
Action Area 4 - Communication & Capacity Building	7,497,422	17%
Total allocated to GAP Action Areas	44,132,671	100%
Adolescent Girls Initiative	20,316,746	
Coordination & Implementation	5,295,657	
Sub-Total GAP	69,745,074	

¹ Includes Doing Business Report and [Southern] Sudan GAP Initiatives

² Includes DGF and GAP-funded RBIs and the Tanzania Business Incubator project

³ Includes DGF-funded Marrakesh Action Plan for Statistics

Annex 4.3 GAP Calls for Proposals
(FY07-FY11)

Calls (calendar year)	Proposals received	Proposals selected	Total funding (US\$ million)¹
Call 1 - ESW & Operations (2007)	74	29	3.2
Call 2 - ESW & Operations (2007)	97	40	4.2
Call 3 - Research & Impact Evaluations (2008)	76	22	2.8
Just-in-Time (2008), 2 calls	58	35	0.8
Just-in-Time (2009), 2 calls	59	39	1.3
Call 4 - ESW & Operations (2009)	30	18	2.2
Call 5 - Focused call, crises response (2009)	14	9	0.5
Just-in-Time (2010), 2 calls	146	63	3.1
Total	554	255	18.1

¹ Total funding includes trust funds and Bank budget

Annex 4.4 GAP Expenditures and Commitments, by Expense Category

	Competitive Calls		Strategic Allocations		Totals (US\$)
	<i>N° of initiatives</i>	<i>Amount (US\$)</i>	<i>N° of initiatives</i>	<i>Amount (US\$)</i>	
<i>Regions and Networks</i>					
AFR	57	4,610,330	12	4,653,333	
EAP	34	2,986,170	2	450,000	
ECA	19	1,430,500	2	450,000	
LCR	38	3,304,130	2	450,000	
MNA	20	1,354,719	2	450,000	
SAR	28	2,068,900	2	450,000	
Global ³	28	2,304,000	11	3,126,414	
Total	224	18,058,749	33	10,029,747	28,088,496
Results-based Initiatives (DGF and GAP MDTF)			5	3,800,000	
Adolescent Girls Initiative ⁴			8	20,316,746	
Total			13	24,116,746	24,116,746
Economic Opportunities for Women (Doing Business) ⁵				2,407,411	
Research, Statistics and other Analytical Work ⁶				5,186,818	
Communications and Capacity Building				4,649,947	
Total				12,244,176	12,244,176
Implementation & Coordination					5,295,657
TOTAL					69,745,075

¹Refers to eleven competitive calls issued

²Refers to strategic allocations for: regional priorities (US\$ 1.2 million), regional ARD sectors (US\$ 1.8 million), strategic country programs in Sudan (US\$ 2.2 million), regional capacity building and statistics (US\$ 507,414), DIME Gender-Aware Impact Evaluations (US\$ 1.2 million), IFC Access to Finance (US\$ 1 million).

³Initiatives covering more than one region are labeled "global"

⁴Includes allocations from the GAP Multi-Donor Trust Fund

⁵Includes Australia SDTF (US\$ 511,907) and PRMGE management cost

⁶Includes US\$ 1 million of DGF funds for the Marrakesh Action Plan for Statistics, in addition to other research, statistics and analytical work

Annex 4.5 The Private Sector Leaders Forum

The PSLF held its final technical meeting under the GAP in February 2011. Hosted by its Lima-based member *Belcorp*, private sector representatives met with guests from the US State Department and Peru's private sector to propose new ways of advancing women's economic opportunity and forging new coalitions. Based on the success of the Forum, members have requested that the PSLF reconstitute for a second period to build on the good work carried out during the first three years of its existence.

The PSLF has provided a platform for the development of innovative partnerships. Examples of collaboration that have emerged from it include:

- 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 products and services from women-owned businesses over the next three years.
- Boeing partnered with *Accenture*, *Ernst & Young*, WBG and other PSLF members to increase the number of women-owned businesses in their collective supply chains, and committed to tracking and spending US\$ 2 billion on products and services from women owned businesses over the next three years. *McKinsey* provided value chain research entitled “The Business of Empowering Women” and with PSLF members helped develop a framework of how the private sector can invest in women across a woman’s life cycle. *Norfund* conducted a gender study to assist investee companies to promote positive gender outcomes, providing a comprehensive set of qualitative measures to achieve gender neutral meritocratic workplaces. *PricewaterhouseCoopers* leveraged its position as Chair of the World Business Council on Sustainable Development, and engaged World Bank expertise to ensure women’s economic empowerment was a key component of the WBCSD’s Vision 2050 which involved more than 200 leading global companies.

In some cases PSLF members simply broadened and extended existing initiatives, while in other cases members connected multiple initiatives for greater impact.

- For instance, Carlson supported HAGAR International to restore abused, exploited and abandoned women to a productive life through literacy, education and work readiness; and, launched AARP’s Women’s Scholarship Program to assist women over 40 with limited incomes remain in or re-enter the workforce.
- *Ernst & Young* expanded its Winning Women program to female entrepreneurs in emerging markets and Goldman Sachs partnered with the WBG for a Fortune Magazine Mentoring program and a financial literacy training program for its 10,000 Women initiative.
- With the Hüsni Özyegin Foundation, *Goldman Sachs* also extended its 10,000 Women Program in Turkey to enhance women’s entrepreneurial and management skills. *Heidrick & Struggles* committed to include at least one woman on every corporate board search shortlist and Hindustan Unilever committed to enhance the livelihoods of 75,000 women in India. Hüsni Özyegin Foundation extended education to 50,000 mothers and children in Turkey and improved access to secondary education of 5,000 adolescent girls by building and providing safe student housing as well as scholarships. The foundation also provided literacy training and women’s support courses to 5,000 girls and women and invested in women’s entrepreneurship training for 100 women and gender training for 3,000 men.
- INSEAD continued its commitment on knowledge sharing and preparation and the Nike Foundation partnered with the Gates Foundation and the Center for Global Development to release “Start with a Girl: A New Agenda for Global Health.” With the Grameen Healthcare

Trust, the Nike Foundation launched an innovative Nursing Institute, a social business-based health care model in Bangladesh that places adolescent girls at the center of a new strategy for healthcare.

- *Standard Chartered Bank* hosted the “Global Banking Alliance for Women Summit” in Singapore together with the GAP, and expanded their GOAL program to 100,000 young women through sport (netball) by 2013 in five markets: India, Indonesia, Bangladesh, Nigeria, and the Middle East (Jordan and Egypt).
- Sung-Joo Kim Group established an endowment for the Women’s Foundation in Korea which sends 40 young female college students to Europe for the Global Women’s Cultural Leadership program each summer and launched a Global Young Women’s Leadership Program with the Global Summit of Women.

Members of the Private Sector Leaders Forum

As of December 2010

Robert B. Zoellick, President, World Bank Group (Chair)

Eduardo Belmont, President, Belcorp, Peru

Lloyd Blankfein, Chairman and Chief Executive Officer, The Goldman Sachs Group, Inc. USA

Henryka Bochniarz, President, Boeing Central and Eastern Europe, Vice President, Boeing International

Frank J. Brown, Dean, INSEAD France

Kevin M. Campbell, Accenture, Group Chief Executive – Technology, USA

John T. Chambers, Chairman and Chief Executive Officer, Cisco Systems, Inc. USA

Kristin Clemet, Chair, Norfund, Norway

Rick Goings, Chairman and Chief Executive, Tupperware Brands Corporation, USA

Kevin L. Kelly, Chief Executive Officer, Heidrick & Struggles USA

Sung-Joo Kim, Chairperson and Chief Executive Officer, Sungjoo Group/MCM Group Korea/ Germany

Yang Lan, Chief Executive Officer, Sun Media Investment Holdings LTD

Wendy Luhabe, Founding Member, Women Private Equity Fund South Africa

Dennis Nally, Chairman, PricewaterhouseCoopers UK

Marylin Carlson Nelson, Chair, Carlson USA

Hüsni Özyeğin, Board President, Finansbank Turkey

Nitin Paranjpe, Chief Executive Officer and Managing Director, (HUL) Hindustan Unilever Ltd. India

Mark Parker, President and Chief Executive Officer, Nike Inc. USA

Peter Sands, Group Chief Executive, Standard Chartered PLC UK

Lynn Taliento, Partner, Washington DC Office, McKinsey & Company USA

Rex Tillerson, Chairman and Chief Executive Officer, ExxonMobil, USA

James Turley, Chairman and Chief Executive Officer, Ernst & Young USA

Elena Viyella de Paliza, President, Grupo Inter-Quimica S.A. Dominican Republic

Mona Zulficar, Senior Partner and Chair, Executive Committee, Shalakany Law Office Egypt

Annex 4.6 GAP INITIATIVES¹⁵

LABOR

To inform policies and programs to promote female employment, and to expand the knowledge base of gender issues in labor market, the GAP seeks to improve statistics on women's labor force participation in both formal and informal sectors. The GAP also aims to promote policy dialogue with client countries to increase women's labor force participation and to design and implement pilot projects to promote women's employability and earnings. Currently, the GAP supports the following labor market activities:

Operational work in labor markets:

- AGI (pilot projects to provide relevant skills training for adolescent girls, matched to paying jobs) in Afghanistan, Haiti, Jordan, Lao PDR, Liberia, Nepal, Rwanda, and Southern Sudan.
- Mainstreaming gender into 2 projects: Heads for Household Project and Lifelong Learning and Training Project (T. Jones, Argentina)
- Gender component in Lifelong Learning Project (D. Ringold, Chile)
- Mainstreaming gender and targeting women effectively in the Sao Luis Enhancing Municipal Governance and Quality of Life Project (M. Zhang, Brazil)
- Strategic funds for gender mainstreaming in Latin America and the Caribbean (M. Beatriz Orlando, LCR)
- Improving employment opportunities for low-income young women (T. Jones, Argentina)
- Social insurance coverage extension and maternity benefits in Jordan – designing M&E frameworks and assessing gender specific pension contributions and household level insurance strategies (G. Demarco, Jordan)
- Participatory Design of a Capacity Building Program for Economic Empowerment of Women in the Garment Sector in Bangladesh (B. Bhatnagar, Bangladesh)

Analytical work:

- **Studies on:**
 - Gender and enterprise development in Africa (M.C. Hallward-Driemeier, Regional Africa)
 - Gender gaps in entrepreneurial performance among firms (E. Bardasi, Regional Africa)
 - Study on gender and labor markets: earning differentials between men and women (K. Ezemenari, Rwanda).
 - The effect of child labor, marriage and bride price on economic opportunities for women (K. Beegle, Tanzania)
 - Gender productivity gap in cotton sectors (J. Baffes, Uganda)
 - Gender differences of time use in poor households (E. Bardasi, Guinea)
 - Including gender in the Liberia Poverty Assessment (E. Graham, Liberia)
 - Study on the determinants of off-farm employment (R. Benfica, Mozambique)
 - Determinants and barriers of labor markets entry and micro-entrepreneurship for young females in Senegal (A. Gonzalez and L. Iacovone, Senegal)

¹⁵ Names of TTLs and countries where projects are being implemented are in parentheses.

- Economic growth in Tanzania and the role of women (K. Beegle, Tanzania)
- Gender disparities in Africa (edited book) (J. Saba Arbache, Regional - Africa)
- Enhancing economic participation of Iraqi women (S. Razzaz, Iraq)
- Why is female labor force participation so low in Egypt? Analysis and policy directions (T. Vishwanath, Egypt)
- Proposal to analyze the challenges of informality and job quality for women in Lebanon using matched employer-employee data (J. Silva, Lebanon)
- Proposal to analyze the challenges of informality and job quality for women in Syria using matched employer-employee data (H. Sayed and A. Bodor, Syria)
- Impact of conflict and occupation on women (M. Brhane, West Bank and Gaza)
- Women and Informality in MENA (N. Chamlou, Regional)
- Informal home based entrepreneurship in MENA (N. Chamlou, Regional)
- Poverty and Inclusion: West Bank and Gaza (T. Vishwanath, West Bank and Gaza)
- Economic Empowerment and Entrepreneurship: MNA Region Conference, Regional (T. Vishwanath)
- Engendering emergency National Workfare Support Project (I. Wiederhofer, Timor-Leste)
- Labor markets and impacts of the financial crisis : evidence from China (J. Giles, China)
- Filipina migrant supply and demand during the global financial crisis (D. McKenzie, Philippines)
- Changes in women's work and time allocation induced by economic growth and migration (D. Van de Walle, China)
- Gender Dimensions of Social Insurance Coverage and the 2008 Labor Contract Law (J. Giles, China)
- Women in Poland: through social assistance to employment (K. Richter, Poland)
- The impact of financial crisis on household welfare, poverty and food security of women and children (O. Ivaschenko, Tajikistan)
- Financial crisis and gender equality in Serbia (C. Laderchi, Serbia)
- The impact of financial crisis on migration, poverty and food security (O. Ivaschenko, Tajikistan)
- Gender and labor empowerment in Albania(C. Laderchi, Albania)
- Breaking down barriers to work: designing gender-sensitive activation policies in Central Asia (E. Glinskaya, Kazakhstan)
- Family friendly policies on women's employment (E. Bardasi, Russia)
- How women have benefited from economic reforms and growth in the region (S. Sattar, Regional ECA)
- Private firms' labor demands for young women (D. Angel-Urdinola, Kosovo)
- Employment constraints faced by minority women (D. Angel-Urdinola, Macedonia)
- Population aging and policy options (A.M. Bakilana, Russia)
- Determinants of female labor participation and policy levers (D. Angel-Urdinola, Turkey)
- Strengthening the Gender Focus of the Western Balkans Poverty and Inclusion Conference (C. R. Laderchi)
- Quality child care for female labor force participation in Mexico (G. Lopez-Acevedo, Mexico)
- Gender gaps in entrepreneurial performance (E. Bardasi, LCR Regional)
- The effects of labor market flexibility and changes in employment legislation on female employment (E. Bardasi, LCR Regional)
- Reducing gender-based differences in formality in productivity (Y. S. Sakho, Bolivia)
- Impacts of Bolsa Familia transfers, changes in labor markets opportunities for women, and the role of productive inclusion policies at the local levels (E. Murrugarra, Brazil)
- Women's economic participation (G. Sanchez, Paraguay)
- LCR Regional Study on gender equality in income generation and poverty reduction: outreach and increasing impact (R. Garcia-Verdu, L. Chioda, LCR)
- Promotion, Labor Supply and Income Dynamics: the Medium Term Effects of Chile Solidario (E. Galasso, Chile)

- Women and Labor Markets Opportunities in the Dominican Republic after DRCAFTA: Empirical Analysis and Policy Lessons (M. Bussolo, Dominican Republic)
 - Participatory design of the welfare and employment in the garment sector project in Bangladesh (B. Bhatnagar, Bangladesh)
 - Enhancing female participation in skills development programs (A. Blom and Z. Aljalaly, Pakistan)
 - Demographic change and women's labor supply (N. Sinha, Bangladesh)
 - Gendered impacts of India National Rural Employment Guarantee Scheme: Evidence and implications from India (K. Deininger, India)
 - Empowering Women through Skills Development in India (N. Jena, India)
 - Women's Labor Market Participation and Economic Empowerment through Bangladesh's EGPP (M. Das, Bangladesh)
 - Gender effects of retirement policies and regulations and gender effects (E. Bardasi).
 - Review: interventions to improve women's employability and quality of work (E. Bardasi).
 - Gender and rural labor (G. Carletto, Global)
 - Enabling Entrepreneurship to Empower Women – Examining Constraints to Job Creation (P. Paci)
- **Impact evaluations of:**
 - BRAC implemented Project to strengthen income-generation activities of vulnerable women (M. Goldstein, South Sudan)
 - Impact evaluation of gender-disaggregated impacts of cash transfer programs (Q. Wodon, Liberia, Sierra Leone)
 - BRAC implemented adolescent development project to girls' life-skills and income generation skills training, and access to microfinance (M. Goldstein, Tanzania, and Uganda).
 - Program that gives cash and equipment grants to male and female self-employed business owners (D. McKenzie, Ghana)
 - TASAF II project component that promotes female entrepreneurship among vulnerable women in community driven projects (B. Ozler, Tanzania)
 - Uganda Citizen Report Card at Community Level Program (D. de Walque, Uganda)
 - Uganda NUSAF Youth Opportunity Program (S. Martinez, S. Namara, Uganda)
 - Training program on women's labor force participation (D. Ringold, Chile)
 - Day care program (S. Martinez, Mexico)
 - Rio de Janeiro's public day-care program (P. Olinto, Brazil)
 - Youth vocational training program (C. Tesliuc, Dominican Republic)
 - Entrepreneurship training project (D. McKenzie, Sri Lanka)
 - National Rural Employment Guarantee, case of Andhra Pradesh (R. Murgai, India)
 - SIEF Impact Evaluation of Vocational Training Programs (C. Ridao-Cano, Turkey)
- **Statistics:**
 - Labor Market Survey experiment to improve labor market statistics collection in developing countries (E. Bardasi and K. Beegle, Tanzania)
 - Expansion of the National Risk and Vulnerability Survey to collect data on women's economic participation and conduct analysis (T. Vishwanath, Afghanistan)
 - Cross-country study on Engender Employment Lab, an electronic toolbox to systematically monitor labor market outcomes and trends (P. Paci).
 - Luxembourg Income Study for the generation of sex disaggregated statistics on women's economic empowerment (E. Bardasi)

PRIVATE SECTOR DEVELOPMENT (PSD)

Women's entrepreneurship and its contribution to economic growth are increasingly being recognized around the world as an important engine of development. To further advance women's economic empowerment the Gender Action Plan commits to improving women's access to formal financing through private banks, promoting gender responsiveness in private sector operations (including the extractive industry), and engendering private sector development strategies. The GAP supports the following PSD activities:

Operational work:

- Mainstreaming gender in access to finance pilot (M. Weber, Uganda)
- Access to finance for women entrepreneurs in Africa (Z. Youssoufou, Tanzania)
- Access to finance for women entrepreneurs in Africa (Z. Youssoufou, Senegal)
- Extractive industries and women empowerment (A. Eftimie, Global)
- Rural women's livelihoods from artisanal and small scale mining (A. Eftimie, Global)
- Strengthening gender equity in the private sector (M. E. Castro, Chile)
- Strengthening gender equity in the private sector (M. E. Castro, Argentina)
- Engendering the Rwanda Demobilization and Reintegration Project (P. Peeters, Rwanda).
- Women participatory value chain development in Chhattisgarh (B. Verardo, India)
- Building capacity for SME competitiveness in Central America: Promoting women entrepreneurship (K. Larsen, Central America)
- Platform for partnership to promote policy and regulatory reforms for the economic and social empowerment of women in mining (A. Eftimie and N. Hasci, Tanzania)
- Women at sea: Augmenting gender focus in Coastal Zone Management in India (T. Paul, India)
- Fair Trade: Mainstreaming Gender into Lao Trade Activities (R. Record, Lao PDR)
- Strengthening gender equity in the Colombian private sector – towards a firm certification model (S. Freije, Colombia)
- Certification in Gender Equity in Firms as a Means to Increase Competition (S. Freije, Dominican Republic)
- Mainstreaming women's economic empowerment into CDD projects (Cambodia, Indonesia and Lao PDR)
- Promoting access to finance through financial intermediaries (Global, C.Niethammer)
- Gender Perspectives on Alternative Dispute Resolution (L. Busevac, S. Simavi, Global)
- Scaling up of alternative energy as a tool to women's empowerment (N. Bhatt, J. Steele, Cambodia)
- GAP: Africa Region work on economic empowerment (M. Goldstein, Regional)
- Enabling Innovation in Gender-Inclusive Financial Service Delivery (P. Shah, India)
- Peru RBI Replication in the Sierra Rural Development Project (M. Austin, Peru)

Analytical work and Capacity Building:

- Financial literacy and investment choice as means to female empowerment (B. Husnain Zia, India)
- Randomized experiment of gender differences in microenterprise dynamics (D. McKenzie, Sri Lanka)
- Gender chapters in Investment Climate Assessments (ICA) (E. Bardasi, Cameroon, Ethiopia, Nigeria and Tanzania)
- ICAs Gender Analysis and Outreach (M. Weber, Regional Africa)

- Economic empowerment of women (C. Ruggeri Laderchi, Ethiopia)
- Economic Opportunities for Women (formerly Doing Business Gender)(A. Ellis, Global)
- Turning Theses into Enterprises (R. Grun, Tunisia)
- IFC GEM Training for IFC staff (Z. Youssoufou, Global)
- Money or Ideas? Evidence from a field experiment to understand barriers to female entrepreneurship (G. Mansuri, Pakistan)
- Strengthening Rural Women's Economic Empowerment through information and social capital (R. Vakis, Nicaragua)
- Empowering female migrant workers and their families through improving access to finance (D. Sitorus, Indonesia)
- Promoting women entrepreneurship in Central America (Y. Wang, Central America)
- Gender gaps in entrepreneurial performance among firms (S. Sabarwal, Regional ECA)
- Global good practice note and methodology for gender inclusion in Special Economic Zones (S. Simavi, Bangladesh and Globally)
- Impact Evaluation of SEDA's services in South Africa (M. Goldstein, South Africa)
- Self discovery, gender and sources of growth (A. Leith, Solomon Islands)
- Identifying pathways for women's economic empowerment in a large scale Community Driven Development project (A. Parker, Philippines)
- Gender specific analysis using Ethiopia Rural Investment Climate Survey database (N. Sawada, Ethiopia)
- Gender Law Library (R. Ramalho, Global)
- Gender relevant Impact Evaluations in Financial and Private Sector Development (F. Kondylis, Global)
- Women running firms in the informal sector (R. Ramalho, LCR)
- The gender impact of saving innovations: a field experiment in rural Malawi (X. Gine, Malawi)
- How does access to financial services affect women's coping strategies during crisis? Evidence from Russia (L. Klapper, Russian Federation)
- Tackling Financial Exclusion of Women Entrepreneurs in Pakistan (M. Safavian, Pakistan)

LAND AND AGRICULTURE

Initiatives in the land market focus on women's land rights and women's ability to claim these rights. In particular, activities focus on assisting governments with ongoing land reform processes and building the evidence on the impact on women's access to credit, levels of agricultural productivity and household welfare (e.g. income, consumption) of changes in land-related laws and processes, such as land titling. GAP-funded work on agriculture covers a broad range of activities related to off-farm employment, water resources and irrigation, access to markets, and decision making in rural/agricultural development projects.

Operational work:

- Integrating Gender-Responsive Action in "Fostering Agricultural Productivity in Mali Project" Operationalizing the Gender in Agriculture Sourcebook (E. Pehu, Mali)
- Women's agriculture and Food Processing Activities (Y. Sangho, Mali)
- Gender & aquaculture (E. Pehu, Regional Africa)
- Women empowerment in rural development (W. Zhou, China)
- Improving Land Tenure for Women in Honduras (M. B. Orlando, Honduras)
- Women agricultural producers and irrigation in the Sierra (M. Lajaunie, Peru)

- Empowering women and improving gender balance for irrigation and water management in the Andean region of Peru (M. Lajaunie, E.de Nys, Peru)
- Engendering markets (D. Umali-Deinger/Grahame Dixie, India)
- Women's participation in rural enterprise development program (A. Olesen, Afghanistan)
- Empowering women: pilot in Rajasthan (A. M. Khan, India)
- Pilot-testing and Training - Gender and Land Tenure Module of the Gender in Agricultural Livelihoods (GAL) Sourcebook (E. Pehu, Global)
- Improving governance and gender equity in rural services (E. Pehu, Global)
- Regional awards for gender mainstreaming gender in ARD operations (all six regions)
- Economic empowerment of women through cattle keeping in North West region of Cameroon (A. Lufafa, Cameroon)
- Assessing land administration project's gender impacts in the Western Balkans (V. Stanley, Albania, Bosnia-Herzegovina, Montenegro)
- Reinforcing gender mainstreaming in sustainable development in poor rural areas project (M. Zhou, China)
- Strengthening gender sensitive economic empowerment mechanisms in rural livelihood projects in South Asia region through better monitoring and learning systems (P. Shah, India)
- Fostering economic empowerment for women agricultural producers in Haiti (D. Arias, Haiti)
- Improving food security of poor households through enhanced crop productivity of food crops (B. Verardo, India)
- Promoting women's economic empowerment in the agricultural sector (I. Nebie, Burkina Faso)
- Community involvement in land regularization for informal settlements in Guatemala: A strategy for enhancing the security of tenure in communal land (M. Lisbeth Gonzalez, Guatemala)
- Building women's entrepreneurial leadership for sustainable land management services (M. Delos Angeles, Cameroon)
- Afghanistan: supporting women saffron producers in value addition activities (M. Takada, M. Terasawa, Afghanistan)
- Nomadic women development centre (M.O. Hussein, Sudan)
- Women's economic empowerment in the agriculture sector (A. Nyawira Khaminwa, Papua New Guinea)
- Developing an inclusive strategy and vision for emerging actors: enhancing the leadership and recognition of women and youth in the irrigation users' boards in the Dominican Republic (E.de Nys, Dominican Republic)
- Workshop ARD AFR (M. Goldstein, Global)

Analytical work and Capacity-Building

- Land Titling and Deeds Registration as means for Women Economic Empowerment in Ghana (B. Allah-Mensah, Ghana)
- Gender-specific productivity- and welfare impacts from land certification & rental: The case of Ethiopia (K. Deininger, Ethiopia)
- Empowering Women through Systematic Land Demarcation (K. Deininger, Tanzania)
- Mainstreaming Gender into Prevention and Management of Invasive Alien Species (K. Mackinnon, Ethiopia)
- Women's Access to Land and Labor Rights (C. Mary Sage, Kenya)
- Household Level Barriers to Women's Access to Land and Credit (H. Z. Shahriari, Tajikistan)
- Gender-differentiated Impacts of Land Titling in Post-Tsunami Aceh (K. Bell, Indonesia)
- Rural land titling & female ownership (N. Benhassine, Morocco)

- Workshop on Rural Microfinance for the Agricultural Sector: Technical Assistance Using the Rural Finance Module of the Gender in Agriculture Sourcebook (L. Tran, Jordan)
- Improving knowledge and statistics on women in the economy (H.Thi Mong Pham, Vietnam)
- Gender-sensitive inheritance legislation as a tool for women's economic empowerment? Evidence and implications from India (K. Deininger, India)
- Completion of the Gender in Agricultural Livelihoods (GAL) Sourcebook (E. Pehu, Global)
- Integrating Gender in Operationalization of the WDR 2008 (L. R. Brown, Global)
- Sustainable intensification of agricultural production and marketing: the role of gender in irrigation development and support (I. Ekanayake, Zambia)
- Gender in Agriculture online interactive platform (E. Pehu, Global)
- Increasing participation and technology adoption by female farmers in Tanzania (M. Gautam, Tanzania)
- Securing rural land rights: experimental evidence from land use plans in Benin (K. Deininger, H. Selod, Benin)
- Female economic empowerment through vocational training education in Kenya – a randomized evaluation (M. Goldstein, Kenya)
- Promoting women's economic empowerment in agricultural extension services in Ethiopia (M. Goldstein, Ethiopia)
- AADAPT Global: A Cross Regional Program of Impact Evaluations in Agricultural Adaptations (F. Kondylis, Global)
- Doing agriculture: Kenya (A. Karanja, Kenya)
- Mainstreaming gender sensitive approaches into the Agricultural Innovation Systems Investment Sourcebook (R. Rajalahti, Global)
- Urban land titling: Evidence from a Land Lottery (M. Goldstein, Burkina Faso)
- Kenya: Gender in Access to Public Services (T. Lane, Kenya)
- Women's Participation in Community-Investor Negotiations on Land and Rural Development (N. Menzies, Timor Leste)
- Integrating Gender into Sustainable Development Pillars of the Bolivian Country Partnership Strategy and Related Country Operations (M. Blomqvist, Bolivia)

INFRASTRUCTURE

As the Bank steps up lending for infrastructure, the GAP seeks to ensure that these investments improve access, service quality, and reliability of basic infrastructure (roads, transport, water, energy, and information and communication technology) to lessen the time women spend on household and community chores and expand their access to employment and entrepreneurship opportunities, as well as, credit and product markets. Currently, the GAP supports the following labor market activities:

Operational Work

- Gender Support for Energy Operations (R. Carneiro de Miranda, Cambodia)
- Making infrastructure projects responsive to the needs of women in rural and remote areas: (G. Brown, West Papua and Papua New Guinea, Lao PDR)
- Power to the Women: Integrating gender concerns in energy, hydro and mining operations - Lao PDR Rural Electrification Project (REP) (G. Brown, Lao PDR)
- Anchoring Gender in Transport and development Policies of the State of Guerrero (A. Gomez, Mexico)

- Mobility, Transport and Air Quality in Dhaka: A gender analysis - Clean Air & Sustainable Environment (S. Akbar, Bangladesh)
- Initial Gender Analysis Study for the Haryana State Transport Sector (A. Bandyopadhyay, India)
- Gender-Focused Study on Rural Access and Mobility (S. Holste, Afghanistan)
- Improving women's access to livelihood opportunities and local services in the post-conflict context of Sri Lanka (S. Manoharan, A. Olesen, Sri Lanka)
- Piloting a women reporting card – empowering women in displaced families in Wuhan (S. Mehndiratta, China)
- GAP: For capacity building for SDN staff (C. Kende-Robb, Global)
- Integrating gender-responsive approaches into the Nigeria Rural Access and Mobility Project (E. Pehu, Nigeria)
- Engendering urban transport: Gender Need Assessment Study for Mumbai Urban Transport Project (N. Jossierand, India)
- Enhancing the role of women in Water Users Association (J. Stoutjesdijk, S. Soderstrom, Azerbaijan)
- The gender dimension of urban transport in Casablanca (J. Crochet, Morocco)
- Gender integration in transport planning, design and implementation (C. T. Pablo, Philippines)
- Building the capacity in gender mainstreaming skills of water sector parastatals in Kenya (A. Torkelsson, Kenya)
- Women's employment and road maintenance in rural Vietnam (P. Thi Minh Tran, Vietnam)
- Improving women's access to livelihood opportunities and local services in the post-conflict context of Sri Lanka (S. Manoharan, A. Olesen, Sri Lanka)
- Piloting a women reporting card – empowering women in displaced families in Wuhan (S. Raj Mehndiratta, China)

Analytical Work and Capacity-Building

- Gender, infrastructure and time use in Africa (Q. Wodon, Africa)
- Feasibility Study: provision of microfinance to small-scale women farmers (R. Akeel, Iraq)
- Gender and Transport (J.C. Crochet, Yemen)
- Mainstreaming Women's Economic Empowerment into the World Bank's work on Energy Efficiency in MNA (A. Kremer, Regional MNA)
- Gender and Spatial Development in MNA (A. Kremer, Regional MNA)
- Enhancing Women's Mobility (I. Dajani, West Bank and Gaza)
- Gender Issues and Actions in Waste Picking and Recycling (D. Hoornweg, India)
- Capacity Building for Mainstreaming Gender in Bank Transport Projects (G. Banjo, Global)
- Capacity Building of SDN for Gender Action Plan (N. Ahmad, Global)
- Dissemination of Transport and Gender Good Practices (J. Hine, Global)
- Engendering the FY09 GICT Flagship Publication, Information and Communication for Development (S. Melhem, Global)
- Gender and Infrastructure: A Stocktaking report on Infrastructure & Women's Economic Empowerment (N. Ahmad, Global)
- Infrastructure, Access & Women's Productivity (D. Van de Walle, Global)
- Infrastructure Workshop – Manila, Philippines (PRMGE)
- Review of Gender Mainstreaming in SDN Portfolio (N. Ahmed, Global)
- Gender Support for Urban Operations (C. Johnnides, Global)
- Gender and Environment: Implications for WBG Environment Strategy 2010 (Y.A we and N. Ahmad, Global)
- Support to South Asia regional gender mainstreaming activities (N. Bhatt, Regional)

- Gender and Equality Workshops in LCR and AFR (L. Fort, Global)

OTHER / CROSS-SECTORAL

Operational work:

- The impact of migration on empowerment of women (O. Ivaschenko, Tajikistan)
- Needs Assessment for Economic Empowerment of Affected Women in Southern Conflict Provinces (M. Judd, Thailand)
- Rapid Gender Assessment of Technical Education (A. Blom & M. Chatterjee, India)
- Operationalizing Country Gender Assessment Recommendations (A. Olesen, Afghanistan)
- Methodology and action plan for mainstreaming gender into the public budget (A. Leyon, El Salvador)
- Incorporating women's economic empowerment into the strengthening of East and South African Public Accounts Committee Parliamentary Associations (F. Staphenurst, Regional Africa)
- Understanding women's economic empowerment and Gross National Happiness in Bhutan (A. Kotikula, Bhutan)
- Strengthening gender mainstreaming capacity and advocacy in Dominican Republic Community Based Organizations (CBOs) (R. Senderowitsch, Dominican Republic)
- Women Empowerment and Human Development in Pakistan (X. Hou, Pakistan)
- Gender issues in disaster risk management in EAP (H. Rex, Regional)
- Engendering Haiti's nutritional security and safety nets (F. Lamanna, Haiti)
- Gender and IDPs: Integrating gender into Colombia Peace and Development (N. Gomez, Colombia)
- Engendering safety nets in Mali (S. Razmara, Mali)
- Engendering Burkina Faso's safety nets (S. Razmara, Mali)
- Improving crisis-response capacity through introduction of gender sensitive monitoring indicators (G. Gyulumyan, Armenia)
- Ethnic minority women's voices and decisions in livelihoods prioritization (S. Thanh Vo, Vietnam)
- Women's economic empowerment through livelihood enhancement and building of women's institutions in Siem Reap, Cambodia (J. Singh, Cambodia)
- Public expenditure for improved gender outcomes (E. Blanco Armas, Indonesia)
- Gender Issues in Labor and Social Protection during Vietnam's Transition to a Middle Income Country (D. Mont, Vietnam)

Analytical work and Capacity-Building:

- Evaluation of Conditional and Unconditional Cash Transfers (D. De Walque, Burkina Faso)
- Impact of female education on labor market outcomes (B. Ozler, Malawi)
- Mainstreaming gender in regional flagship report and related initiatives on risk and vulnerability (M. C. Araujo, regional EAP)
- The importance of female migration in the Indonesian economy (S. Guggenheim & G. Brown, Indonesia)
- Strategic Regional Activities (S. Zaidi, ECA)
- The impact of conditional cash transfers for girls education (T. Fasih, Yemen)
- Women Empowerment through Conditional Cash Transfers (R. Radji & R. Grun, Morocco)
- Gender and the Quality of Household Financial Service Data in AFR & EAP (K. Scott, global)
- Increasing Access to Gender-Disaggregated Data (D. Steele & K. Scott)

- Global Statistics (S. Patel & L. Fort, global)
- LCR Statistics (J. Molinas Vega, regional LCR)
- Capacity Building LCR Gender Focal Points (M. B. Orlando, regional LCR)
- Support to South Asia regional gender mainstreaming activities (J. Solotaroff, Regional)
- East Asia and the Pacific: integrating gender into monitoring of the human and social impacts of financial crisis (A. Mason, Regional)
- Gender sensitive real time monitoring of the impacts of the financial crisis (P. Paci, Global)
- Gender sensitive distributional impact analysis of the financial crisis (C. Sanchez, Bangladesh, Philippines, Mexico, Egypt)
- Can CCTs provide adequate protection for adolescent girls and young women during times of economic crisis? (B. Ozler, Malawi)
- The impact of scholarships on girls' schooling in Cambodia: do they protect against crisis impacts? (D. Filmer, Cambodia)
- The impact of the food and financial crisis on adherence to antiretroviral treatment and treatment success among HIV/AIDS patients in Ghana (D.M.de Walque, Ghana)
- Guatemala: analysis of rural women's economic empowerment through CCTs in ethnically diverse contexts (A. Fruttero, Guatemala)
- Lebanon: using household and living conditions surveys for gender assessment and analysis (C. Bou Habib, Lebanon)
- Benin Poverty and Gender Assessment and Capacity Support (D. Cal McWilliam, Benin)
- Supporting Women Economic Empowerment in Tanzania (W. Wane, Tanzania)
- Proposal to Integrate Gender Aspects into the Poverty Assessment in Togo (M. Francisco, Togo)
- Lessons Learned Gender Action Plan LAC (M. Beatriz Orlando, Regional)
- EAP Region Gender Innovation Notes (F. Kitt, Regional)

Results-Based Initiatives (DGF-funded)

Results-Based Initiatives (RBIs) are pilot interventions designed to empower women economically, measure the key indicators of this empowerment, and most importantly, attribute the outcomes to the interventions. Impact evaluation is a mandatory component of all RBIs. The RBIs are being implemented in partnership with the United Nations Development Fund for Women (the implementing partner) and the International Center for Research on Women (the impact evaluation partner). The following DGF-funded RBIs are being developed under the GAP:

- Promoting Gender Equity in Private Firms (The Gender Equity Model Egypt)
- Strengthening the Export Competitiveness of Women Bead Workers (Kenya)
- Value-Added Cassava Enterprise for the Ganta Concern Women's Group (Liberia)
- Improving Bamboo Handicraft Value Chains for Women's Economic Empowerment (Mekong, Cambodia and Lao PDR)
- Strengthening the Economic Empowerment of Women Property Owners and Micro-entrepreneurs in Lima (Peru)