

# AFRICAN DEVELOPMENT BANK GROUP



## INDEPENDENT DEVELOPMENT EVALUATION

# **Synthesis Evaluation of the Gender Mainstreaming At the African Development Bank**

## **APPROACH PAPER**

(May 2019)

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## INTRODUCTION

The Independent Development Evaluation (IDEV) function of the African Development Bank (“the Bank”) reports to the Board of Directors of the Bank through the Committee on Operations and Development Effectiveness (CODE). In February 2015, CODE approved an [IDEV work program \(2016-2018\)](#). The work program included, among other items, a plan to conduct an evaluation of the Bank’s Gender Strategy (2014-2018) in 2017.

Over the period 2000-2018, the AfDB set up various policy frameworks, institutional mechanisms and a strategy to guide the Bank’s efforts to integrate gender equality into its operations, promote gender equality in Africa as well as deal with persistent factors that hinder the achievement of women’s rights and women’s economic empowerment at regional and national levels. These include the Gender Policy (2001), Procedure on Gender and Development (2003), the updated Gender Plan of Action (2009-2011), and a Gender Strategy (2014-2018), ‘Investing in Gender Equality for Africa’s transformation’. The evaluation was intended to identify the extent of achievement of results, including gender equality and women’s empowerment, as well as draw lessons to further enhance the Strategy’s ability to effect change, as well as to inform the design of the new gender strategy (2019-2022), which the Gender, Women and Civil Society Department (AHGC) started developing in early 2018.

In the [2017 update of the 2016-2018 IDEV Work program](#), IDEV proposed to cancel the evaluation of the Bank’s Gender Strategy due to the upcoming 2017 Mid-Term Review (MTR) of the Gender Strategy, conducted internally by the Gender, Women and Civil Society Department (AHGC). Therefore, an additional evaluation of the Strategy, in the same year as the MTR, was considered premature; also in light of ongoing advances in gender mainstreaming at the Bank. IDEV then proposed to conduct evaluation in the 2019-2021 cycle to take stock of the effects of the Gender Strategy on the Bank’s operations and inform the next strategy.

Ultimately, in February 2019, CODE approved the [IDEV 2019-2021 work program](#) to update and complement the Synthesis of Gender Mainstreaming. It specified that the evaluation would, “update [the evaluation synthesis of gender equality mainstreaming that IDEV undertook in 2012](#), and supplement this with an analysis of the Bank’s portfolio and performance from existing sources of data. It will also draw best practices of other development agencies in achieving gender mainstreaming in operations”

The IDEV is carrying out a Synthesis Evaluation on Gender Mainstreaming at the Bank with the objective to practically inform new Gender Strategy, and, specifically to identify knowledge gaps or needs with respect to mainstreaming gender equality within the Bank, and contribute to the knowledge base about institutionalizing gender mainstreaming. This objective falls within the IDEV’s work plan and the agreement between IDEV and the AHGC.

Evaluation Synthesis is an approach for addressing questions that can be satisfactorily answered without conducting primary data collection. It enables the evaluator to gather results from different evaluation reports, performed by different people at different places and at different times, and to ask several questions about this group of reports. The evaluation is an update to the IDEV 2012

synthesis evaluation entitled, “Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere?”

The overarching purpose for the 2019 Evaluation Synthesis of the Bank’s Gender Mainstreaming (GM) will be twofold: internal learning and accountability, with the following specific objectives:

1. Ascertain the relevance of the Bank’s GM approaches in light of regional and global priorities, and its comparative advantage in addressing Gender Equality and Women’s Empowerment (GEWE), as compared to other development partners.
2. Considering the lessons and recommendation from the 2017 MTR of the Gender Strategy, identify what aspects (pillars, operational approaches, organizational requirements) of the strategy could be carried forward, strengthened, dropped, or introduced in the in the new strategy;
3. With a focus on early learning on implementation and roll-out, present early lessons from
  - The successes and challenges of Bank’s Gender Marker System (GMS),
  - The role of regional gender advisors in the context of the Bank’s decentralization (DBDM processes);
4. In light of the Bank’s strategic and programmatic priorities and GM mechanisms, present broad analysis on the current global gender trends and best practices of international stakeholders for gender mainstreaming and reporting, such as Gender Marker, Gender Country profiles, etc.

The Evaluation will consider overarching evaluation questions (EQs) presented in Table 1, mapped against OECD/DAC and other relevant criteria. The evaluation approach will include a review of secondary data (i.e. document reviews) and limited primary data collection (i.e. internal stakeholder survey and a limited number of key informant interviews). Evidence from these data sources will be triangulated to provide findings, including through synthesis and benchmark against comparator best practices. Further details on criteria and methodology to answer these EQs are provided in section 3, and Evaluation Matrix in Annex I.

**Table 1: Evaluation Criteria and Overarching Evaluation Questions.**

<b>EVALUATION CRITERIA</b>
<b>A. Relevance</b>
A1. What is Bank’s <b>comparative advantage and relevance</b> to promoting GEWE in Africa?
A2. Was the Bank’s GM <b>approach and support</b> relevant and consistent with the Bank’s mandate and priorities?
A3. Was the Bank’s GM <b>approach and support</b> relevant and responsive to the internal and external needs and <b>shifts</b> in the regional, global, and internal institutional contexts?
<b>B. Effectiveness</b>
B1. How successful was the Bank in reaching its Gender Strategy (GS) objectives? Which were met and which were not?
B2. Which <b>strategies/tools/mechanisms</b> have made the biggest difference for GM at the Bank, and at which entry points?
B3. What <b>factors</b> contributed or inhibited progress in, GM processes, including operationalization of the GS?
<b>C. Efficiency</b>
C1. Have the <b>human and financial resources</b> been adequate for effective and efficient GM?
C2. How timely and efficiently has the operationalization of Gender Strategy been, internally and externally??
<b>D. Catalytic Effect and Sustainability</b>
D1. What is the evidence of catalytic effects of the Bank’s GM efforts, internally and externally?

<b>EVALUATION CRITERIA</b>
D2. How sustainable are GM results at the institutional and regional levels past Gender Strategy 2014-2018?
D3. What conditions and processes have been put in place to ensure sustainability of GM achievements?
<b>E. Learning</b>
E1. What and how can the Bank best learn to enhance its GM approach and strategically leverage its mandate for holistic and comprehensive GM?
E2. What learning about GS, including from the 2017 MTR, should be reflected in the new strategy?

AHGC anticipates learning from this independent synthesis evaluation and will provide relevant evidence and add value to the new Strategy, in particular within the framework of the new Development Business Delivery Model (DBDM) and in alignment with the AfDB’s High 5s.

On the IDEV side, the evaluation team for the evaluation is composed of Svetlana Negroustouva (Task Manager), Innocent Bledou (Research Assistant) and Jacqueline Nyagahima (Knowledge Management Officer). An Evaluation and Gender Consultant, Liezel de Waal, has been recruited for 25 days to deliver synthesis and benchmarking component of the evaluation, and to ensure that it is coherently linked with the overall evaluation to enable triangulation and yield valid and reliable evidence. The IDEV evaluation team undertook a scoping exercise between December 2018 and February 2019, during which various stakeholders were consulted. The objectives and methodology were prepared and shared with the Evaluation Reference Group. IDEV is expected to complete the planned evaluation by the end of Q2 of 2019. This timeframe will give AHGC sufficient time to integrate lessons learned into development of the new Gender Strategy, in alignment with the AfDB’s High 5s and its Ten Year Strategy (TYS).

## 1. BACKGROUND AND CONTEXT

Gender equality, has been increasingly at a center stage as a global priority, as evidenced by commitments by the international community to ensure gender equality through the adoption of various binding legal instruments and on-binding agreements. The year 2015 brought the 15th anniversary of the [UN Security Council Resolution \(S/RES/1325 on Women, Peace and Security\)](#), and the 20th anniversary of the [Beijing Declaration and Platform for Action](#). In 2014, fifty years after the creation of the Organization of African Unity (OAU), now the African Union (AU), Agenda 2063 implementation plan for [“The Africa We Want”](#) was elaborated. Consistent with the SDG principle of “leaving no one behind” it states that “Africa shall be an inclusive continent where no child, woman or man will be left behind or excluded, on the basis of gender, political affiliation, religion, ethnic affiliation, locality, age or other factors”. “The Africa We Want” manifests the importance of women and youth as drivers of change and on the creation of an enabling environment to encourage the achievement of their potential.

Year 2015 was a pivotal year for gender equality and the empowerment of girls and women in the global context with the inter-governmental negotiations on the post-2015 development agenda leading to adoption of the Sustainable Development Goals (SDGs). Goal 5 of the 2030 Agenda for Sustainable Development aims to ensure the achievement of gender equality and empowerment of all women and girls. Human rights, gender equality and the commitment to “leaving no one behind” are core principles of the 2030 Agenda for Sustainable Development (2030 Agenda).

The SDGs built on the [Addis Ababa Action Agenda](#) of July 2015 that committed states to eliminating gender-based violence (GBV) and discrimination in all its forms and to ensuring at all levels that women enjoy equal rights and opportunities in terms of economic participation, voice and agency. Adopted at the end of the UN Third International Conference on Financing for Development, it also included measures to overhaul global finance practices to promote gender-responsive budgeting and monitoring.

The Bank's [Ten Year Strategy: At the Center of Africa's Transformation \(2013 – 2022\)](#) highlighted Gender as one of the three areas of special emphasis. One of the two main objectives of the TYS is to improve inclusive growth - with a strong commitment of focusing on gender as an area of special emphasis. " The AfDB vision encourages Africa to address gender-based disparities (in voice and agency, education, economic activities, earnings and gender-based violence) to "capture the demographic dividend of its young population and the energies of its women."

Launched in 2016, ["AfDB' s High 5s: A game changer in Africa's development discourse"](#) intended to align Banks TYS and actions with international development trends, in particular to the SDGs and African Union Agenda 2063. The AfDB's High 5s are priority areas of intervention considered crucial for accelerating Africa's sustainable economic transformation, reflected in five ambitious goals: *Light up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa* and *Improve the Quality of Life for the People of Africa*. While viewed as a cross-cutting priority across all five, the last priority, "Improve the Quality of Life for the People of Africa" was designed to facilitate deliberate efforts to empower gender, women and civil society; Human capital focusing on public health infrastructure systems, nutrition, youth and skills development, as well as water and sanitation. Consequently, a Gender, Women and Civil Society Department (AHGC) was set up in 2017, under the Vice-Presidency Agriculture, Human and Social Development (AHVP).

Over the period 2000-2018, the Bank put in place various targeted policy frameworks and institutional mechanisms, to guide its efforts to effectively integrate gender equality into its operations, promote gender equality in Africa as well as deal with persistent factors that hinder the achievement of women's rights and women's economic empowerment at regional and national levels. Related documents and gender architecture are discussed in the following sub-sections. Scoping exercise was undertaken to aide the design of this evaluation and ground it in the Bank's operations.

In February 2019, CODE approved the [IDEV 2019-2021 work program](#) to "update [the evaluation synthesis of gender equality mainstreaming that IDEV undertook in 2012](#), and supplement this with an analysis of the Bank's portfolio and performance from existing sources of data. It will also draw best practices of other development agencies in achieving gender mainstreaming in operations".

## 1.1 Architecture and Guiding Documents at the Bank

The Bank's first institutional element of the gender structure was the appointment of a senior adviser to the President on Women in Development (WID) in 1987, the setting up of the WID unit

and the recruitment of two gender experts. The WID Unit was initially funded by the United Nations Development Programme (UNDP). The Bank later assumed full responsibility for financing it. The unit was disbanded in 1996 following a restructuring that led to the creation of the Environment and Sustainable Development Unit (OESU), where gender along with the environment, population, civil society participation and institutional development were placed under the same umbrella, recognizing inter-relatedness of these crosscutting issues and the need to address them as cross-cutting issues. Another restructuring in July 2008 saw the establishment of the Gender, Climate Change and Sustainable Development Unit (OSUS), tasked with coordinating all NGO and CSO-related matters. In February 2009, “Gender Help Desk” was set up in OSUS to provide advice and guidance on gender mainstreaming.

In 2014, the Office of the Special Envoy on Gender (SEOG) was established to ensure that the Bank was working on gender and making it more visible, and to improve and expand the coordination of the portfolio across the Bank. Around the same time, the notion of Gender focal points and committees was proposed and staff from various departments appointed; since then the only available list of gender focal persons was from 2015. However, traction on this has been slow largely due to the restructuring within the Bank, and inadequate incentives for focal points to take on this responsibility. The identification of gender champions is another strategy, which will need more clarity on how to approach it.

Since 2001, the following framework documents guided how the Bank’s operations in the different sectors should address and mainstream gender concerns:

- [AfDB’s 2001 Gender Policy](#), aimed at promoting gender equality across Africa and within the AfDB structure, and reflecting the rights-based goal oriented toward gender inclusive interventions;
- The Bank’s Country Gender Profiles (CGPs), launched in 2004 aimed to help the Bank’s operations to better address gender equality, by guiding task managers and assisting Regional Member Countries (RMCs).
- The AfDB’s [Updated Gender Plan of Action \(UGPOA\) \(2009-2011\)](#) supported sustainable and equitable economic empowerment of men and women. It called for gender interventions in transportation, domestic energy supply, water, and extractive industries, as well as crucially important investments in addressing Gender Based Violence (GBV).
- Mostly in 2009, a number of sector specific checklists were developed to guide the gender specialists and task managers in the mainstreaming process: [Infrastructure](#), [Health](#), [Governance](#), and [Education Sector with a Special Focus on Higher Education, Science and Technology Sub-Sector](#). Notably, no checklists have been developed or updated since 2009.

Key to this evaluation, the latest guidance, is the Bank’s Gender Strategy (2014-2018), [‘Investing in Gender Equality for Africa’s transformation’](#). Viewed as an articulation of the Bank’s commitment and agenda with regards to gender mainstreaming, the Strategy had a dual focus:

- To identify how gender will be mainstreamed in the Bank’s country and regional operations (the external gender strategy). Stemming from the Bank’s Ten-Year Strategy, the **external** component addresses three pillars: i) strengthening women’s legal status and property rights, ii) promoting women’s economic empowerment, and iii) enhancing knowledge management and capacity building; and internally- reinforcing the internal gender responsiveness of the Bank as an institution; and



- To identify how gender will be mainstreamed in the Bank’s own structures and processes (the internal gender strategy). The internal strategy aimed at attaining balanced representation of women in the work environment, free of gender-based discrimination and sexual harassment. It was seen as necessary for the Bank to assume its role as a credible advocate for gender equality.

**Figure 1: Levels under Bank’s Results Framework (2016-2025)**

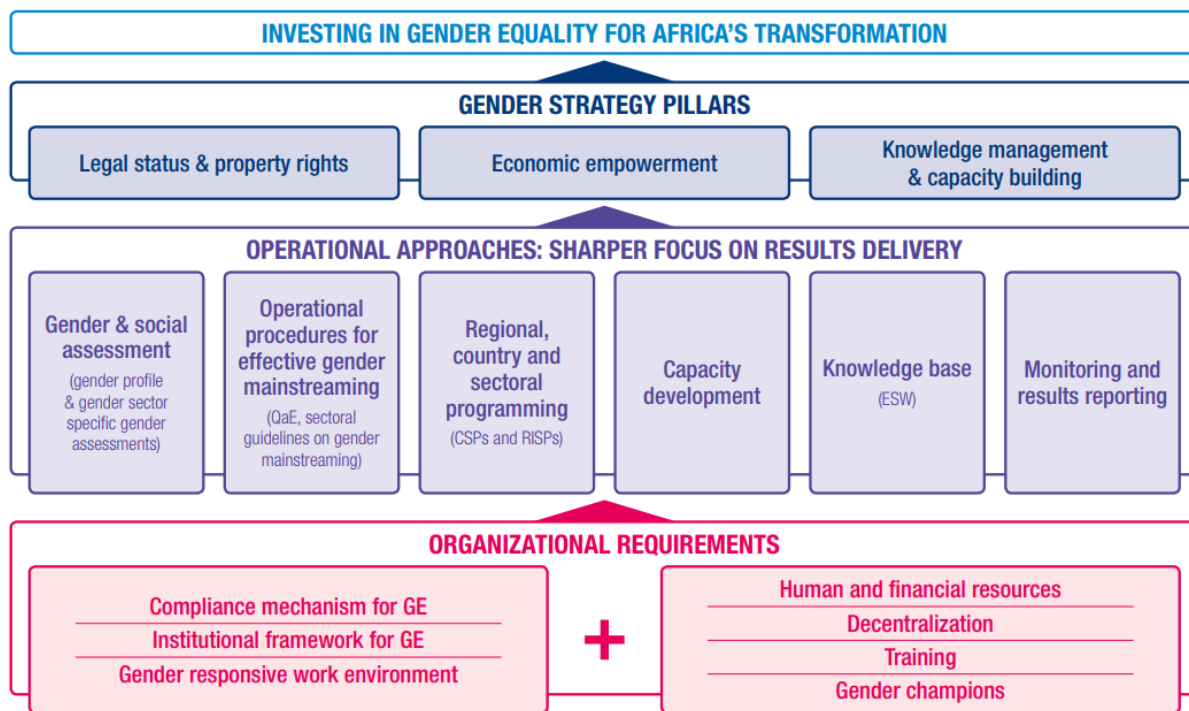


The Results framework of the 2014-2018 Gender Strategy precedes and aligns with the corporate reporting structure, established through the [Bank Group’s Results Measurement Framework \(2016-2025\)](#) (Figure 1). Notably, although the Bank Group Results Measurement Framework was developed after the Gender Strategy, it incorporates a limited number of indicators from the results framework of the Gender Strategy (Annex B). The results framework for the Gender Strategy, with specified activities, results and performance indicators, should have captured project results at the country level, regional level and

across sectors. The M&E approach under the Gender Strategy was supposed to facilitate measuring progress in (i) the number of gender-mainstreamed projects, and (ii) gender outcomes. In line with the gender mainstreaming approach, the results were supposed to be consolidated across sectors to measure progress in each of the three gender pillars (Figure 2).

*“To ensure that the implementation of the Gender Strategy is treated as a corporate responsibility, the framework will be complemented by three-year rolling action plans and budgets, informed by the Bank’s general budgeting process and developed in close collaboration with the concerned complexes and sectors/departments. Implementation will be monitored through sex-disaggregated indicators in the Bank’s regular Results Monitoring Framework. .... Midterm reporting on the strategy will be aligned to inform the midterm review of ADF-13. When baseline data are not available, they will be provided by studies that are part of the results framework. In addition, each year the Bank will report on the gender dimension of quality-at-entry and gender equality results reporting at project/ programme completion” (Gender Strategy 2014-2018)*

**Figure 2: Results Framework for the Bank’s Gender Strategy (2014-2018)**



With regards to actual reporting against Bank’s Results Framework or that of the Gender Strategy (2014-2018), scoping exercise has found absent evidence of stand-alone monitoring against results framework of the Gender Strategy. However, several indicators were reported as part of corporate annual development effectiveness reviews ([ADER](#)), a management tool intended to facilitate learning process, as well as promotes transparency and accountability to RMCs and stakeholders. Relatively high number, 22% of the indicators from the Gender Strategy Results Framework (11 of 50) are in the Bank’s results framework, showcased in ADER report. Furthermore, as evidence in table in Annex B illustrates modest and steady progress from the baseline to targets; where available, baselines appears somewhat consistent between the two results frameworks for the same indicators.

To facilitate implementation of the 2014-2018 Gender Strategy, the Action Plan for [Operationalizing Gender Mainstreaming \(OGM\)](#) was adopted in 2014. The five actions proposed in the Plan of Action point to a holistic approach to perceiving gender mainstreaming in the complete lifecycle of a typical bank project, ensuring that gender is hard-wired into the Bank’s normal operational rules, procedures and practices. The components inferred of this approach include: - (i) the policy framework; (ii) the institutional structures; (iii) the operational business processes; (iv) operational tools, manuals, checklists, and guidelines; (v) the human resource; (vi) staff capacity; (vii) gender data and knowledge; (viii) financial resources.

In addition to corporate reporting through ADER, over the years, the Bank has supported knowledge and statistics work to build the evidence required for Gender Mainstreaming, and specifically project and strategy designs, through the developing of Country, Sector, and Regional gender Profiles, and Gender Statistics for Africa.

[Country Gender Profiles](#) (CGPs), similar to widely accepted gender analysis documents in comparator organizations, aimed to provide evidence and help Bank operations to better address gender equality, by guiding task managers and assisting Regional Member countries (RMCs) since 2000. To achieve this purpose, CGPs are supposed to inform CSP and RISPs: therefore, their timing is important. Annex E provides a list of CGPs as of March 2019: CGPs have been submitted to the Board and have been published by the Bank for slightly over half of the RMCs (28 countries), including the only two countries (Kenya and Uganda) for which two CGPs were developed with an interval of ten years. As evidenced by the table, CGPs rarely preceded CSP development: many were developed at the same time of CSPs. Excluding the 12 CGPs (finalized from 2018 and scheduled for development in 2019), sixteen (16) countries remain without a CGP prepared by the AfDB, and for approximately a third CGPs had been developed prior to the Gender Strategy (2014-2018). Information from the AHGC and scoping exercise confirmed the diversity of content and presentation among the Bank's CGPs. Such themes as agriculture/livestock, with land issues, energy, infrastructure were most widely covered whereas health and fishing sectors were included in fewer CGPs.

The 2015 proposal to reform the CGPs (finalized in 2017) aimed to better align CGPs with Country Strategy Papers (CSPs), the Gender Strategy, and the Bank's High 5 Agenda. At the same time in October 2017, the Brief Guidance for the preparation of Gender Profiles, was developed. It outlined the two work streams for developing a CGP, each corresponding to a specific operational need of the Bank: *CSP Work Stream* to inform the CSP, and *Sector Work Stream* to inform upstream sector analysis and operations, including the Project Appraisal Report (PAR). Underpinning the two work streams, the Bank would prepare, on a regular basis, a Core Gender Data Profile (CGDP). This would involve compiling key sex-disaggregated and gender-relevant data and information specific to the RMC to provide a necessary foundation and context for addressing gender in the areas identified by the Bank's priorities and Gender Strategy.

In 2015, the Bank published its first [Africa Gender Equality Index](#) covering 52 of Africa's 54 countries. The Index aims to provide the most comprehensive assessment of the state of gender equality on the continent. Specifically, it examined the role of women as producers, economic agents, in human development, and as leaders in public life. The index intended to help the AfDB meet its commitments to developing gender-balanced strategies and to hone its investment decisions, so that its programs have the maximum impact on the lives and livelihoods of African men and women in the context of the implementation of its "High 5s" Agenda. In 2017, the AfDB and UNECA were engaged in the preparation of the second edition of the Africa Gender Index to be published in 2018, which had been postponed to 2019.

## 1.2. Gender Mainstreaming –related Operations and Monitoring at the Bank

To better prepare for the priorities of the Bank's ten-year strategy (2013-2022), in 2012, the Bank introduced gender as a dimension of the Quality-at-Entry (QaE) processes of public sector investment operations, aiming to provide better visibility and easier monitoring of gender mainstreaming in Bank operations. The resulting visual of entry points in the QaE processes, involving Readiness Review in the project cycle and associated challenges is available in Annex C. The Readiness Review is undertaken on the draft Project Concept Notes (PCNs) or/and the

Project Appraisal Reports (PARs) in view of the country team meeting, usually after peer review and prior to submission to Operations Committee (OpsCom) or the Vice President (as per the Bank's Presidential Directive No 03/2013). Prior to the introduction of the Gender Marker System (GMS), the gender dimension of the RR established whether PCNs and PARs had adequately addressed concerns for gender mainstreaming for the public sector operations. Furthermore, the gender dimension of the Readiness Review was intended to provide recommendations on how to better integrate gender within the Bank's operations. Since 2014, the guidelines in the Readiness Review for reviewing the gender dimension had four criteria: (i) gender analysis, (ii) gender responsive performance indicators, (iii) specific gender-related activities to promote gender equality, and (iv) allocation of adequate budget and resources, applying the 4 point scale. Annual respective reports summarizing the ratings for the gender dimension of the Readiness Review for PARs reviewed each year were developed for 2013-2017. They analyzed how the guidelines for mainstreaming gender in operations had been applied and indicated the status of gender mainstreaming in Bank operations: these reports will be reviewed as part of document review.

The 2018 IDEV's [\*Quality at Entry Evaluation\*](#), examined the validity of the Bank's conceptual framework for quality at entry against an evidence-based, best practice standard. Two of the evaluation questions, assessed how the Bank's project preparation and appraisal processes address cross-cutting themes, including gender, fiduciary risks and fragility. Readiness Review scores were observed to be an unweighted average of ratings across dimensions that may have limited relevance to project design quality and operational readiness, such as Strategic Alignment and Gender. Important lessons were drawn from the factors that comparators do not measure in the context of quality at entry, but through separate tools, filters or inputs, such as environmental and social safeguards, and gender. Evidence from the qualitative process review of sovereign operations suggests that inclusion of these factors in the Readiness Review has not been effective, with comments pertaining to gender and safeguards among the least likely to be addressed in a verifiable way. The launch of Gender Marker System (GMS) in 2017 brought changes to the framework for mainstreaming in a project cycle, as showed in Annex D, and discussed further.

In 2017, within the framework of the new DBDM, a Gender, Women and Civil Society Department (AHGC) was created as a result of the merger of the office of the Special Envoy on gender (SEOG) and the Gender Results Division (ORQR4). Located under the Vice-Presidency Agriculture, Human and Social Development (AHVP), the AHGC Director reports to the Vice-President AHVP, and supervises the Front Office (AHGC.0) and two Divisions: Gender and Women Empowerment (AHGC.1); and Civil Society and Community Engagement (AHGC.2). AHVP is a Sector Complex focusing on two of the Bank's TYS and High 5s priority: "*Feed Africa*" and "*Improve the Quality of Life for the People of Africa*". AHVP department's core mandate is to lead the Bank's effort to boost inclusive agribusiness development on the continent and promote agricultural research, production and sustainability in RMCs. One of its thirteen core responsibilities includes "Support and enhance gender-responsive research, monitoring, and evaluation<sup>1</sup>". In line with the Bank's Gender Strategy, the AHGC ensures the delivery of the Bank's Ten-Year Strategy and High 5 priorities, by leading the Bank's action on gender equality, women empowerment and the promotion of Civil Society Organizations (CSOs). The AHGC's mandate is to mainstream gender and civil society through the Bank's activities in RMCs, including operations, knowledge, strategy and policy:

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<sup>1</sup> AHVP Organizational Manual.

- The AHGC.0 holds the primary responsibility for the implementation of the Bank's [Affirmative Finance Action for Women in Africa](#) (AFAWA) initiative, designed to foster the economic empowerment of women and the development of women-led enterprises through financing, technical support and enabling environment mechanisms.
- AHGC.1 is tasked with activities that emphasize the identification and implementation of sustainable and integrated gender-based solutions, especially in the areas of policymaking, strategy; capacity building, compliance, information and knowledge management, and resource mobilization. Using the 3 pillars of the GS as a framework, the Gender and Women Empowerment department AHGC.1 engages with global and regional partners and actors, develops gender knowledge on relevant sectors and supports M&E with a gender perspective, as well as sex-disaggregated data
- AHGC.2 department has prioritized broader engagement with civil society and community-based organizations (CSOs) to build strong networks with rural communities and local governments, considering inclusiveness as vital to social cohesion.

To deliver on its mandate and responsibilities, the Gender and Women Empowerment Division (AHGC.1) consist of 21 individuals, including 9 consultants<sup>2</sup>; more than half of the team is based at the Bank's HQ offices in Abidjan, while eight (8) are based in regional offices. In fulfilling its gender equality mandate, the main tasks of AHGC.1 include to:

- lead and coordinate gender and women's empowerment activities in the Bank;
- provide strategic guidance on gender and women's empowerment work in the Bank;
- build relationships with development partners and other relevant organizations at global level to advance the gender work;
- Serve as a center of excellence for incubation and innovation, and scale up new gender projects;
- strengthen readiness review process to ensure quality-at-entry of projects;
- collect data and conduct statistics analysis, impact evaluation, as well as build capacity on monitoring and evaluation
- act as strategist for, and champion of, a gender and women's empowerment focus in the implementation of the High 5s;
- provide deep sector expertise on transactions and in the High 5s' policies and strategies;
- provide technical knowledge for strategic implementation of the High 5s from a gender and women's empowerment lens; and
- host the secretariat of the Bank-wide Gender Oversight Committee (BGO), chaired by the Senior Vice-President, and with a broad membership cutting across sectors and regions to ensure full integration of gender across all projects.

Most recently, AHGC.1 has been supporting the Bank in its efforts on gender and inclusive development through two avenues:

- a. Approved in August 2017, the **Gender Marker System (GMS)** was implemented in order to systematize the Bank's approach to gender mainstreaming in its operational, work as one of the ADF 14 commitment. A critical component of the rollout and implementation of the new GMS has been the training and the sensitization of Bank staff, including BDEV staff. Four trainings were conducted during the last quarter of 2018 for RDGS, RDGE, RDGN, and RDGW

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<sup>2</sup> Data as of April 1, 2019

regions, with a total of 68 participants, excluding AHGC.1 team. The list of training materials is included in the Annex G.

b. In line with Bank's ongoing roll-out of the Development and Business Delivery Model (DBDM), between August 2017 and early 2018, eleven (11) gender specialists were re-deployed from the HQ to the regional hubs as part of the Country Teams to support the process of mainstreaming gender in operations. More specifically, Regional Gender Advisors, moved to four (out of five<sup>3</sup>) offices in Tunisia, Senegal, South Africa, and Kenya- complementing work at the HQ level on implementation and provision of consistency in GMS use within and across RMCs. The 4<sup>th</sup>, most recent, of the Regional Gender Advisors fully assumed duty in July 2018.

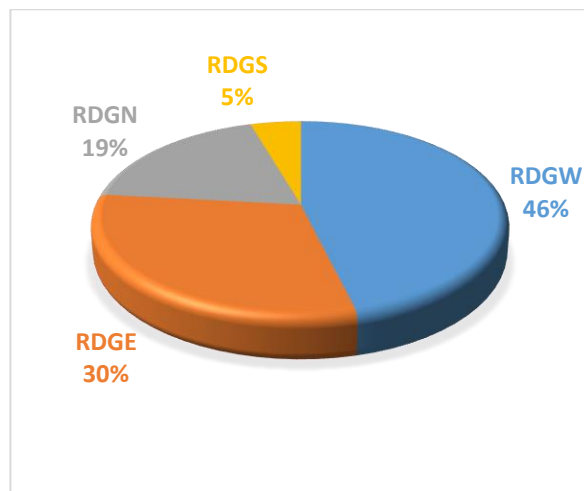
For implementation and in support of gender mainstreaming at various points of Bank, efforts have been made to align relevant staffing, in numbers and quality. The 2018 Evaluation of Quality Assurance at the Bank found that “gender specialists” seem to marginally participate in project implementation beyond projects with specific GE objectives. They were hardly associated to supervision missions and the reporting about GE in the supervision reports (done by task managers) was almost inexistent”. At the same time, the scoping exercise has identified the perception among AGHC that current gender architecture puts full responsibility of gender mainstreaming at the Bank on the AGHC, both at the corporate and project level. The GMS approval in 2017 called for appropriate revisions to the gender criteria for assessment of Quality at Entry (QaE) and for the Readiness Review (RR) process. The RR Tools (at both Concept and Appraisal stages of project preparation) were revised to align with the GMS requirement: “a gender marker category that has been assigned to the operation on the basis of gender screening and in accordance with the guidelines of the Bank regarding gender marking”. GMS introduction called for a specific training of Task Managers and Country Program Officers with an aim of equipping them with skills on the utilization of the system to enable them to effectively mainstream gender in Bank operations.

Four regional trainings during the last quarter of 2018 were conducted in RDGS, RDGE, RDGN, and RDGW. Training materials were reviewed as part of scoping exercise, and participant lists would be used for online survey. Furthermore, figure 3 illustrates uneven regional distribution of the GMS marked projects, approved in 2018 and marked by the end of the year. The 2018 findings from applying GMS showed that 43 public sector operations (41% of the 105 operations that qualify for GMS) were categorized, with a wide regional distribution: none included for central region. The recent (2017-2018) deployment of regional gender advisors to the regional hubs, with a clear mandate to work with projects' task managers was intended to balance the distribution situation. Further, table 2 shows that projects in categories I and II are limited, and of those only two regions, especially Eastern region, have positive output.

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<sup>3</sup> At the time of preparation of this document, funding for RDGC Regional Gender Advisor in Cameroon has not been confirmed.

**Figure 3: Regions prioritized for gender equality in projects marked I, II and III in 2018, N=1820.13 UA (million)**



Source: Data provided by AHGC department

GMS is a four-category system for reviewing *the design, implementation, completion and evaluation* of a project to measure, count and report on the extent to which gender equality perspectives are integrated in the project design and reviewed throughout the project cycle to systematize gender mainstreaming approach in Bank operations. GMS includes two components: Guidance and the Pocket Toolkit. GMS requirements also include an articulation of a Gender Action Plan (GAP) or equivalent, specifying the operation's gender-focused

goals, outcomes, outputs, activities, performance indicators, timeline, responsibilities, and budget.

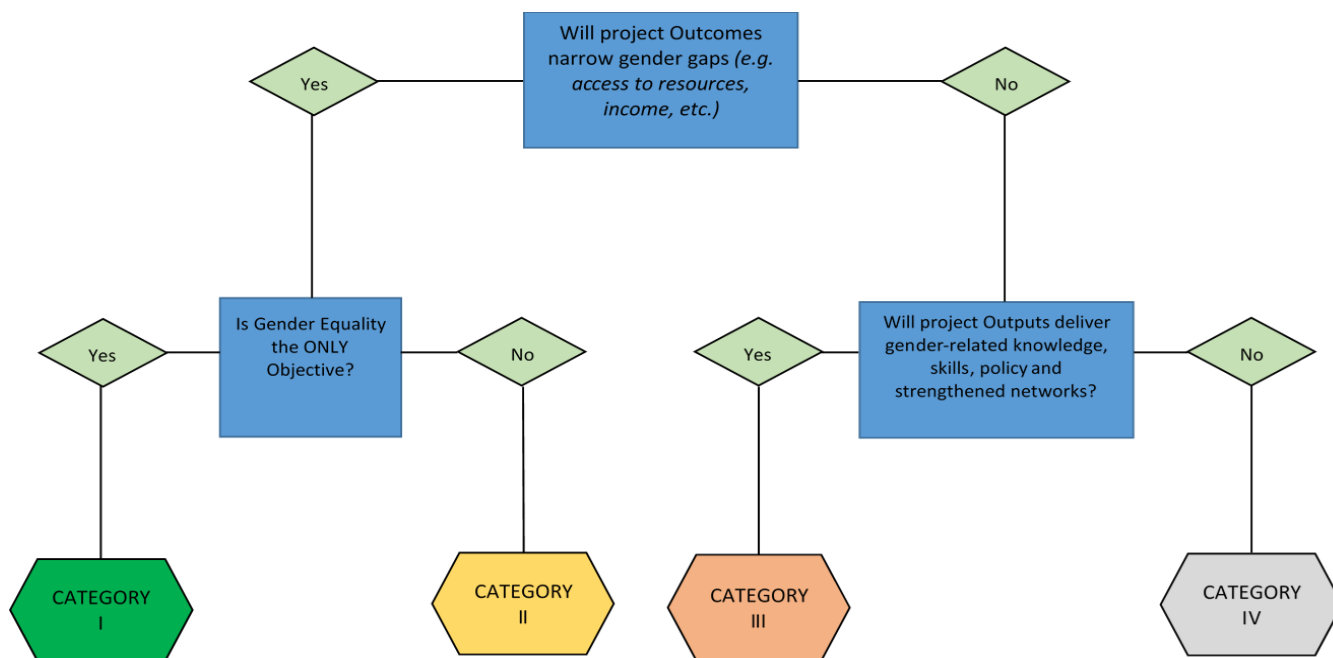
The 2017 Gender Marker System (GMS) Toolkit includes specific sections to address gender throughout the project cycle. The Bank's project cycle comprises key stages before Board approval (project identification, preparation and appraisal) and during implementation and completion. Across this cycle, different outputs related to gender mainstreaming are developed, depending on the level of marking. While there are various entry points, as presented in Annex C, the actual gender mainstreaming at the project level entails cross-sectorial collaboration, commitment from all the involved stakeholders, and continued supervision, some of which have not been perceived mandatory by Task managers and operations at large. Responsibility for implementing and overseeing the GMS are important, with responsibility to reside with the Sector Department and task team leader, even if review and quality control are provided centrally by the AHGC- gender team. The existing mechanisms for integrating gender into QaE and RR, and the GMS processes are expected to be mutually supportive.

Process for Gender Screening of Operations (Figure. 4) aims to identify the nature and extent of gender gaps and disparities in the sector and project concerned, and/or whether there are other gender-relevant issues in the sector and project. It will then seek to determine whether the project:

- has the potential to narrow or eliminate these identified gender gaps and disparities and/or to promote Gender equality/Women empowerment (GEWE) explicitly – **GEN I**
- has the potential to mainstream GE/WE concerns, and to what specific degree project outcomes or outputs can be designed to address these identified gaps or disparities – **GEN II**;
- is likely to have an adverse impact on GE/WE or where gender-related risks could affect the ability of the project to achieve its stated objectives – **GEN III** or perhaps **GEN IV**.

As the GMS category is applied in the planning stage, it is reflected in the approved budget and actual expenditures. Steps for Implementing the GMS are presented in Fig.4 below. Depending on the GMS Category to which the project is assigned (Fig. 4 and Annex J), more detailed gender analysis of these dimensions may then be required to inform design.

**Figure 4: Gender Screening with GMS Category Assignment<sup>4</sup>**



Source: Gender Marker Pocket Toolkit, 2018

All operations are assigned to one of the four categories of the GMS, based on upstream gender screening. The aim of the screening will be to provide an analytical foundation for the Project Task Manager to propose the category into which the project should be placed. Regional Development and Business Delivery Offices have primary responsibility for assigning GMS categories and ensuring implementation of all operation-specific requirements associated with the category concerned. The GMS screening is intended to draw on available gender analysis at the country and sector level, including analysis undertaken by the AfDB in its Country Gender Profiles (CGPs), Sector Gender Profiles (SGPs), or other available analysis and research, as well as analysis available from in-country sources, other financial partners, or international agencies, including databases and indicators. Figure 5 illustrates sectorial distribution of projects marked in 2018.

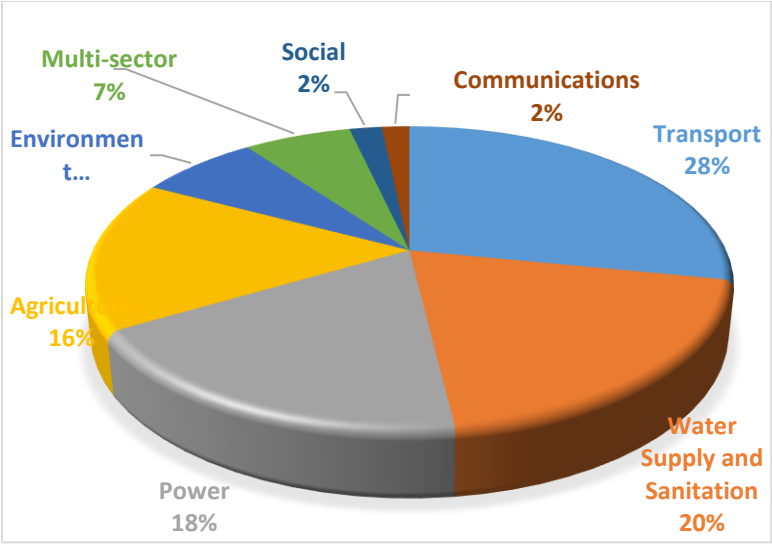
Table 2 provides a breakdown of the total number of operations screened by GM categories in 2018, by sectorial category, following the logic above. Forty-three (43) public sector operations were categorized, with a wide regional distribution: none included for central region: appointment of regional gender advisor for that region has been subject to funding out of the core regional budget.

<sup>4</sup> See Annex J for additional detail on GM categories.



	Indicator	Total		Regional distribution				
		No.	%	RDGW	RDGC	RDGN	RDGE	RDGS
1	No. of Operations approved by the board	179	100					
2	No. of Operations that qualify for Gender Marking	105	59	54	10	6	19	16
3	No. and % of public sector operations categorized by the GMS	43	41	25	0	4	8	6
4	% of projects categorized that mention the GMS category and justification in the PAR	19	18	19	0	2	3	3
5	No. and % of projects marked GEN II & III with GAPs included in the PAR	9	26	6	0	1	1	1
	<i>Source: Data provided by AHGC department</i>							

**Figure 5: Sectors mapping for gender equality in GM projects, categories I, II and III in 2018, N=43**



*Source: Data provided by AHGC department*

Together with climate change and fragility, gender is a cross-cutting issue. However, findings from the scoping exercise suggest that, unlike the other two areas, gender does not receive allocated funding for projects. Consequently, designation of resources, is often left to discretion of task managers and other individuals involved at various levels of Bank’s hierarchy. Overall, interviews during scoping exercise indicate the perception that the overall level have been relatively sufficient for comprehensive GM, including for carrying out activities in project implementation, past project approval. However, limited funding from the regional budgets, due to funding arrangements, and increasing demand with GMS are likely to deplete AGHCs admin budget, which currently bears the dominant burden fo funding gender work. AGHC has noted the drive for internal and external partnerships to help in filling in the gap. A Memorandum of Understanding (MOU) was signed

This Synthesis Evaluation provides an opportunity to assess progress on the implementation of the GMS, in support of Bank’s Gender Strategy 2014-2018, and the Bank’s new Gender Strategy 2019-2022. The portfolio of projects which were subject to Gender Marking in 2018 will be used in this evaluation.

**1.3 Funding Arrangements**

The scoping exercise found it challenging to obtain formal information on the funding arrangements for gender mainstreaming at the Bank.

with UN Women West Africa, which, among many included collaboration on development of the [Country Gender Profile for Cabo Verde](#) in 2018. Very recently, in early 2019, the Bank formed a partnership with the International Committee of the Red Cross to accelerate gender equality, build resilience, and provide improved economic opportunities in Africa's fragile countries<sup>5</sup>.

The DBDM processes and recent developments brought about as part of the implementation of the Gender Strategy (2014-2018) have had a differentiated effect on funding allocation.

- DBDM processes have decentralized decision-making as well as budgeting for gender-related activities. As noted during scoping exercise, DBDM structure has opened a window with associated 'generous' support for gender work in the regions, while leaving admin support for HQ-related activities: there is a wide range in the level of funding for gender activities by regions and sectors. At the same time, Gender Advisors do cross-cutting work, and decision to fund position of an actual Gender Regional Advisor has been left to discretion of the regional management, and thus not consistently applied across regions.
- The GMS was designed to allow differentiated operations to focus on those that have a greater impact on gender; strategic use of the Bank's gender resources; and better accounting for Bank actions and resources dedicated to gender. As the GMS category is applied in the planning stage, it is supposed to be reflected in the approved budget and actual expenditures. An informal mapping exercise by the gender department of the level of funding for gender mainstreaming sectorially and regionally for 2018 is presented below, for all projects marked I, II and III with GMS in 2018. Sampling of projects and evidence for further exploration under the evaluation would take into consideration the regional breakdowns of GMS –ranked projects.

Driven by funding structure and sometimes limited resources, AGHC department has been conceptualizing Gender Trust Fund (GTF), one of the five action points of the Gender strategy to advance the realization of gender equality results through the effective design and implementation of gender interventions in the Bank operations. Through designated allocation from sectorial budgets (suggested at 1.5%), the GTF would help to centralize and make resources available to comprehensively mainstreaming project level support, balancing sectorial distribution, and, overall, ensuring consistency of budget support for gender-related activities. As of March 2019, the GTF concept note had not gone through the Bank approval processes to submit to standing committee of partnerships<sup>6</sup>.

#### 1.4 Available Evidence about Gender Mainstreaming

External and internal evaluative evidence on gender mainstreaming at AfDB is limited; there has never been an independent evaluation of GM or gender strategy of the AfDB by IDEV. The 2017 Mid-Term Review (MTR) referenced above was the only evaluation exercises self-generated internally. However, various internal and external studies presented below, have covered aspects related to gender mainstreaming at the AfDB, also in comparison with similar institutions. Lessons

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<sup>5</sup> <https://www.afdb.org/en/news-and-events/african-development-bank-and-icrc-join-forces-to-accelerate-economic-resilience-in-fragile-contexts-18931/>

<sup>6</sup> The GTF concept note draft has been awaiting for strategic guidance from the AGHC director.

and findings from these relevant studies have been to ground this evaluation. The documents, and their information, are briefly described in this section.

The 2012 evaluation synthesis [\*Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere?\*](#), conducted by BDEV, pursued the following two objectives:

- Examine experiences in mainstreaming gender equality across multilateral and bilateral donor organizations, and in so doing,
- Highlight trends (commonalities and differences) in findings, challenges faced and good practices.

This synthesis did not include the Bank because no gender evaluations had been commissioned or conducted at that time. Therefore, the extent to which outlined “options” for enhancing entry of gender equality into the mainstream will be looked at, in relation to the conclusions of the synthesis and the subsequent development of the Bank’s Gender Strategy (2014-2018).

An independent 2013 comparative study, [\*“How do IFI Gender Policies Stack Up?”\*](#), by Gender Action, explored how well International Finance Institutions’ (IFI) gender policies operationalized the AfDB gender policies and those of –the European Bank for Reconstruction and Development (EBRD), the World Bank, the Asian Development Bank (ADB), and Inter-American Development Bank (IDB). Although, the study focused on the AfDB’s earlier Gender Policy (2001) and Gender Action Plan (2008), lessons specific to IFI’s in general are relevant for this exercise, and specifically the 2014 Gender Strategy. Overall, the study showed that IFIs need strong gender safeguard policies to guard against policies that often marginalise and even harm women. These policies may drive women to lose traditional farmland and income, which in turn increase their dependence on men, driving some of them into sex work.

[\*The 2015-2016 Assessment of the African Development Bank, Multilateral Organization Performance Assessment Network \(MOPAN\)\*](#). The study covered the period from 2014 to mid-2016, and considered five performance areas. Four relate to organizational effectiveness (strategic management, operational management, relationship management and performance management) and the fifth relates to development effectiveness (results). It assessed the Bank’s performance against a framework of key performance indicators (KPIs) and associated micro-indicators that comprise the standards that characterize an effective multilateral organization. Gender equality was analysed in conjunction with two additional cross-cutting issues, climate change and good governance. The MOPAN assessment recognized that the AfDB has made clear commitments guided by strategies for all three cross-cutting issues. However, one of the five areas of improvement identified by the assessment referenced gender, specifically increasing focus on good governance and resources for addressing cross-cutting issues. Further the report identified the need for resources to support analysis of cross-cutting issues more generally, and stronger monitoring of gender and climate-relevant results.

Internal evaluative evidence has been limited. The most relevant to this evaluation, the *Mid-Term Review (MTR) of the AfDB Gender Strategy (2017)*<sup>7</sup>, examined the implementation of the Bank’s Gender Strategy ‘Investing in Gender Equality for Africa’s Transformation’, from January 2014 through December 2016. This self-assessment was conducted internally by the Bank’s Gender,

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<sup>7</sup> The 2017 MTR of the Gender Strategy is an internal AHGC document that has not been approved by management and has not been publically available.

Women and Civil Society Department (AGHC), with the involvement of other stakeholders. The MTR used selected DAC criteria: it analysed the relevance, effectiveness and efficiency of the implementation of the Gender Strategy. The MTR findings echoed the MOPAN assessment, identifying similar areas of concern and suggestions for improvement (the two processes were conducted almost in parallel). Selected evaluation themes that are highly relevant for this synthesis evaluation include:

- *Resourcing Gender Strategy*: A budget for the implementation of the Gender Strategy (2014-2018) was not rolled out and planned with the operations departments within the first two years. The implementation of the strategy was rated negligible as it never followed a more structured process involving staff of all relevant Bank units, an important point to consider for the new Gender Strategy from 2019.
- *Country Gender Profiles (CGPs)* were rated high for their sector knowledge but variable quality and usefulness, with a weak level of analytical depth. Furthermore, the review found that CGPs were not well aligned with Bank policy and operational priorities and with the CSP negotiation and planning cycle.
- *Tracking outcomes, and planning for Gender Marker System*: It was envisioned that GMS would facilitate monitoring, evaluation and reporting, including of the gender action plan (GAP). More detailed information can be found in section 5.9 of MTR.

Although the MTR included a recommendations section, management response is not expected for an internally-conducted exercise. MTR has been considered an internal learning exercise by AHGC and its presentation to the Bank's would be necessary for extension of the Gender Strategy (2014-2018) through 2019.

The scoping exercise further aimed to assess gender-related learning in past Bank evaluation reports. Document review and preliminary interviews during scoping stages suggest awareness of challenges and ways to improve within the Bank itself, and AGHC team in particular, but limited use of that tacit and formal knowledge. During preliminary interviews, cited examples included limited inclusion of gender considerations in the project designs, including results frameworks, exclusion of gender experts from operations and supervision missions, limited data at the project and corporate level vis-à-vis the results framework from the Gender Strategy; and absence of the forum for discussing success and challenges, causing the same mistakes, driven by lack of awareness and capacity, as well as other internal and external factors; are repeated project after project.

A preliminary review of the [Evaluation Results Database \(EVRD\)](#) was conducted during scoping. EVRD is a centralized data management system of evaluation results that contains searchable information on past self and independent evaluations at the Bank. Using the search term 'gender' the scoping exercise identified the following background findings:

- Eighty-four (84) documents with lessons and/or recommendations were identified, with a majority representing Project Completion Report Review/Evaluation Notes (52%), followed by Country Assistance (or CSPE, Country strategy and program) Evaluations (22%) and Project Performance Evaluation reports (12%) lagging behind.
- Preliminary mapping against the three pillars of the 2014-2018 Gender Strategy ("1: Legal Status and Property Rights, 2: Economic Empowerment, 3: Knowledge Management and Capacity Building), shows that the vast majority of evaluative evidence products with reference to gender concerned pillars 2 and 3, whereas pillar 1 was rarely referenced;

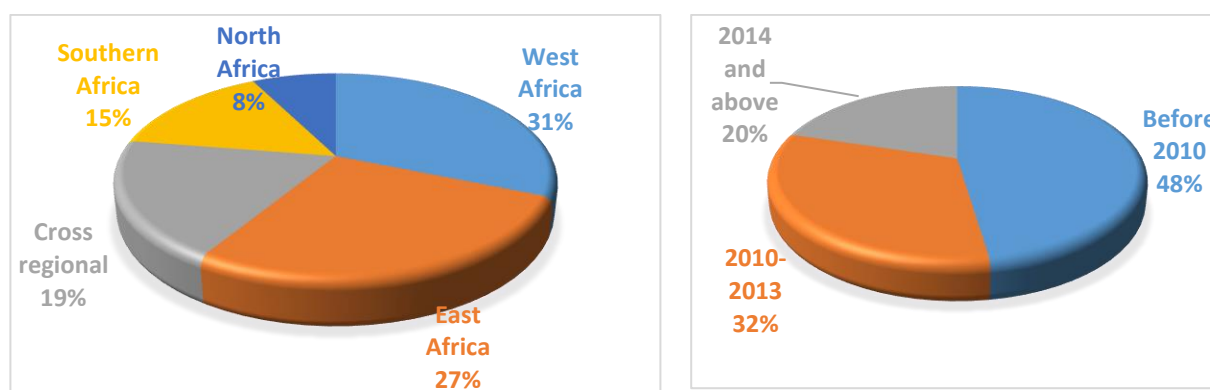
- The number of documents with lessons exceeded those with recommendations, and in only 10 evaluations there had both (see Table 3).

**Table 3: Breakdown of evaluative evidence, by lessons and recommendations**

Lessons/Recommendations	Number of reports
Lessons only	41
Both lessons and recommendations	10
Recommendations only	33
<b>Grand Total, N=</b>	<b>84</b>

- Regional breakdown shows limited evidence for South and North Africa regions with a similar proportion for West and East, and a fifth of evaluations being cross-regional (Figure 6).
- Slightly over half of the documents were after 2010, with a fifth (20%) covering Gender Strategy timeline (Figure 7).

**Figures 6 and 7: Documents with Evaluation-related Lessons and/or Recommendations Referencing Gender, IDEV Results Database, N= 84**



Source: Data from IDEV Results Database

The current *Evaluation of the Integrated Safeguards System (ISS)* is assessing the relevance and robustness of the ISS design, the efficiency of the systems, process, resourcing and incentives in place, and the emerging effectiveness in achieving the Bank’s safeguards objectives. One of the questions of the ISS evaluation will explore the level of articulation between different Bank’s departments to achieve the ISS objectives. For instance, it will explore to what extent the Bank’s gender specialists are collaborating with the social safeguards experts to strengthen the gender analysis included in the Environmental and Social Impact Assessments done by the borrower at appraisal. Moreover, the evaluation will analyze all the information available in Bank’s ISS-related document about how the Bank has ensured the ISS requirements in relation to vulnerable groups during project consultation and, if applicable, during resettlement of compensation of Persons Affected by Projects (PAP).

The AfDB’s Annual Development Effectiveness Review (ADER) series of publications provide an overview of Africa’s development achievements and trends, and review the AfDB’s contribution to development results in Africa, as well as the effectiveness of the Bank’s operations

and organization. Since 2011, the ADER series constitute a management tool to facilitate learning, as well as to promote transparency and accountability to RMCs and stakeholders. Reports have included rating on gender mainstreaming, and overall attention to gender, and that evidence would be considered during evaluation. Structured around Bank's High 5s and in line with the corporate placement of AHGC under Human Development and Agriculture, the 2018 ADER includes gender-related discussion under the chapter on "Improve the quality of life for the people of Africa", the [2018 ADER](#) notes "progress on Bank's commitment to mainstream gender equality and climate change into all operations". However, analysis is limited to sex-disaggregated data on education and jobs. "In 2017, our projects resulted in half a million people benefitting from better access to education, of which 300,000 were women; we also provided support to technical and vocational training across Africa: 395,000 people were trained through Bank operations" with a conclusion that the Bank is investing to create more jobs, especially for young people and women.

An ongoing IDEV evaluation of *the Bank's Strategy for addressing Fragility and building Resilience in Africa (2014-2019)* will include an assessment of GEWE in the context of Fragility. The purpose of the assessment will be to evaluate the AfDB's support to gender equality, and economic, and political empowerment of women in fragile states along the priorities of the Bank's Strategy for Addressing Fragility and Building Resilience in Africa. Similar to this evaluation synthesis, it is envisioned that the assessment will mainly be conducted on a desk review base, and will draw insights from other products of the evaluation (portfolio review, comparative analysis, case studies). The proposed evaluation synthesis on Gender Mainstreaming will seek to engage with GEWE assessment to leverage data collection and cross-incorporate evidence, as relevant.

*Preliminary scoping interviews:* Some key facilitators to effective gender-mainstreaming are: organizational and individual buy-in, the desire and ability to learn internally and externally, and to apply those lessons. Preliminary interviews during the scoping stage, combined with the findings identified above, suggest awareness of challenges and ways to improve within the Bank itself, and AGHC team in particular, but limited use of that tacit and formal knowledge<sup>8</sup>.

This finding suggests a potential challenge to the Synthesis report being used to create change in the Bank. Therefore, part of the Synthesis exercise will include how to address that potential barrier and encourage the report's use.

## 2. EVALUATION OBJECTIVES AND CRITERIA

The specific objectives of the evaluation are as follows:

1. Ascertain relevance of Bank's GM approaches in light of regional and global priorities, and its comparative advantage in addressing GEWE, as compared to other development partners'
2. Considering lessons and recommendation from the 2017 MTR of the Gender Strategy, identify what aspects (pillars, operational approaches, organizational requirements) of the strategy could be carried forward, strengthened, dropped, or introduced in the in the new strategy;

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<sup>8</sup> During preliminary interviews cited examples included limited inclusion of gender considerations in the project designs, including results frameworks, exclusion of gender experts from operations and supervision missions, limited data at the project and corporate level vis-à-vis the results framework from the Gender Strategy; and absence of the forum for discussing success and challenges, causing the same mistakes, driven by lack of awareness and capacity, as well as other internal and external factors; are repeated project after project.

3. With a focus on early learning on implementation and roll-out, present early lessons from
  - Successes and challenges of Bank’s Gender Marker System (GMS),
  - The role of regional gender advisors in the context of the Bank’s decentralization (DBDM processes);
4. In light of Bank’s strategic and programmatic priorities and GM mechanisms, present broad analysis on the current global gender trends and best practices of international stakeholders for gender mainstreaming and reporting, such as Gender Marker, Gender Country profiles, etc.

The DAC criteria have been adapted to be consistent with the *2017 MTR of the Bank’s Gender Strategy* and the *2012 IDEV Evaluation Synthesis*. The evaluation aims to address the following evaluation questions against selected criteria:

**Table 4: Evaluation Questions and Sub-questions**

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS
<b>A. Relevance</b>	
<p>A1. What is Bank’s <b>comparative advantage and relevance</b> to promoting GEWE in Africa?</p> <p>A2. Was the Bank’s GM <b>approach and support</b> relevant and consistent with the Bank’s mandate and priorities?</p> <p>A3. Was the Bank’s GM <b>approach and support</b> relevant and responsive to the internal and external needs and <b>shifts</b> in the regional, global, and internal institutional contexts?</p>	<p>A1.1 What has been Bank’s comparative advantage in addressing GEWE, as compared to other development partners?</p> <p>A1.2 Was the Bank’s GM approach relevant to external priorities (OAU Agenda 2063 and SDGs)?</p> <p>A1.3 How aligned are the Bank’s GM approaches to the needs and priorities of end beneficiaries?</p> <p>A2.1 How relevant has the Bank’s GM approach, including Gender Strategy (GS) pillars, been to its internal mandate and priorities (TYS and High 5s)?</p> <p>A2.2 To what extent are CGP relevant for Country Strategy Papers (CSPs) and Regional (RISPs)?</p> <p>A2.3 How consistent are GM results and measurements mechanisms, including GS Results Measurement Framework, with the Bank’s results framework (2016-2025)?</p> <p>A2.4 To what extent has M&amp;E evidence and contextual analysis on GEWE informed strategic planning (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?</p> <p>A3.1 How agile are the Bank’s GM approaches?</p> <p>A3.2 What TOC assumptions should be revised to better strategically and operationally facilitate GM at the Bank, and externally?</p>
<b>B. Effectiveness</b>	
<p>B1. How successful was the Bank in reaching its Gender Strategy (GS) objectives? Which were met and which were not?</p> <p>B2. Which <b>strategies/tools/mechanisms</b> have made the biggest difference for GM at the Bank, and at which entry points?</p>	<p>B1.1 In what domains of the Gender Strategy was the Bank most successful?</p> <p>B1.2 What GS operational mechanisms/pathways have facilitated GM?</p> <p>B2.2 How did each of the strategies/tools/mechanisms contribute to effective GM:</p> <ul style="list-style-type: none"> <li>- Operation levels (programmes/projects, including budget support)?</li> <li>- How well was the GS Results Measurement Framework able to systematically measure and capture progress in GM inside the Bank and externally?</li> <li>- How effective and was Gender Marker roll-out and up-take (capacity development, integration into going processes, early results, by region, sector)?</li> </ul>

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS
<p>B3. What <b>factors</b> contributed or inhibited progress in, GM processes, including operationalization of the GS?</p>	<ul style="list-style-type: none"> <li>- What was the role of the Bank’s internal requirement related to Safeguards compliance in GM?</li> </ul> <p>B3.1 To what extent does the Bank have a manageable framework for accountability (quality assurance processes and internal systems) for GM?</p> <p>B3.2 Which of the Bank’s internal factors have facilitated or constrained the intended operationalization of the GS in relation to resources (human and financial), capacity (skills), systems, process and tools, and institutional incentives?</p>
<b>C. Efficiency</b>	
<p>C1. Have the <b>human and financial resources</b> been adequate for effective and efficient GM?</p> <p>C2. How timely and efficiently has the operationalization of Gender Strategy been, internally and externally?</p>	<p>C1.1 To what extent does the gender architecture and level, type and resourcing (budgetary and human) support an efficient use of resources for GM?</p> <p>C1.2 How has the roll-out of DBDM influenced funding allocation for GM?</p> <p>C2.1 How efficient (appropriate and far-reaching) was the communication, awareness-raising and capacity building around GS and its mechanisms: regional gender advisors, GMC toolkit, Country Gender profiles?</p> <p>C2.2 To what extent and what types of internal and external partnerships have contributed to greater efficiency?</p>
<b>D. Catalytic effect and Sustainability</b>	
<p>D1. What is the evidence of catalytic effects of the Bank’s GM efforts?</p> <p>D2. How sustainable are GM results at the institutional and regional levels past Gender Strategy 2014-2018?</p> <p>D3. What conditions and processes have been put in place to ensure sustainability of GM achievements?</p>	<p>D1.1 What has been a catalytic effect of GM by the Bank?</p> <p>D1.2 To what extent has the Bank’s GM approach facilitated addressing the root causes of gender inequality and women’s powerlessness?</p> <p>D2.1 To what extent is there ownership of the GM processes and achievements inside the Bank?</p> <p>D2.2 Which internal and external GM practices are most/least likely to be sustained after expiration of the Gender Strategy without continued investment, technical, financial, or through other activities?</p> <p>D3.1 What conditions and processes are likely to ensure that GM achievements are sustained beyond individuals, in case of staff and leadership transitions?</p>
<b>E. Learning</b>	
<p>E1. What and how can the Bank best learn to enhance its GM approach and strategically leverage its mandate for holistic and comprehensive GM?</p> <p>E2. What learning about GS, including from the 2017 MTR, should be reflected in the new strategy?</p>	<p>E1.1 What KM and learning mechanisms have facilitated GM in the Bank, including in Bank’s operations and strategic decision-making?</p> <p>E1.2 What are the key lessons from external comparators on how leverage Bank’s mandate for holistic and comprehensive GM?</p> <p>E2.1 What aspects (pillars, operational approaches, organizational requirements) of the GS could be carried forward, strengthened, dropped, or introduced in the in the new strategy?</p> <p>E2.2 What facilitators and barriers in uptake of recommendations from MTR should be considered by this evaluation?</p>

The evaluation scope and timeline has been driven by the evaluation questions, and bound by a combination of the following: scope of 2012 synthesis, 2017 MTR and parameters of the Gender Strategy 2014-2018. To the extent possible, the evaluation will consider pre-Strategy operations,



to facilitate comparison and learning on the catalytic effect of the Strategy: evaluative evidence from the Bank's Results Database will serve as a key source, as well as external evidence.

This sampling approach will allow the review to focus on recent lessons that better account for internal advances, the external learning by others, for new Gender Strategy.

### 3. METHODOLOGY OVERVIEW

Due to the time constraints and objectives of this exercise, a full scope evaluation has not been considered necessary or most appropriate to meet a knowledge and learning need. Building on the 2012 evaluation synthesis and the 2017 MTR, it was decided that secondary data, evaluation syntheses would be the center building block of this evaluation. This approach would allow to draw together evidence on lessons from multiple sources on issues and challenges the Bank faces with regards to gender mainstreaming internally and externally. The methodology is firmly grounded in an evaluation approach appropriate to the Bank's culture and to this assignment.

The Gender Synthesis is a formative evaluation, which emphasizes learning and reflection. The methodology will be guided by a complementary combination of two theories and one approach; it is rare that one approach or theory can be used to meet all the evaluation needs. All evaluation methodologies are (or should be) based on a good evaluation theory; otherwise it is just research with an opinion attached, or at worst a haphazard process. Evaluation theory informs the methods chosen, the decisions made, how data are analysed and, importantly, how the intervention, in this case the gender strategy, is valued. The evaluator's role is to ensure that empirical data are gathered from multiple perspectives at different levels, triangulate that data to answer each evaluation question, and make sense of the findings.

Utilization Focused Evaluation (UFE) will guide the overall process and decision-making, placing a high value on ensuring that the process as well as the findings are useful to those involved (actionable). Feminist Evaluation (FE) emphasizes participatory, empowering, and social justice agendas and will influence how data are analyzed and interpreted throughout the review. A gender approach will be used to extent possible, as it will rely heavily on being able to disaggregate or otherwise obtain secondary data that are available by sex. These guiding theories and an approach provide guidance to different aspects of the evaluation: (1) UFE ensures that the evaluation process and evaluation findings are useful, (2) feminist evaluation, combined with a gender approach, ensures that findings are looking deeper than just "what works." For example, the evaluation will collectively draw on these to:

- Explore the extent of the institutional capacity and enabling environment to support gender equality results;
- Strive for gender balance in stakeholder engagement;
- Identify and use sex-disaggregated data where possible;
- Advocate with the findings, for example ensuring that findings are used to inform and improve the current and future gender strategies.

### 3.1 Evaluation Approach

The overarching approach for the evaluation should address the dual purposes of learning and accountability. In line with Gender Strategy development, and the nature of the AHGC mandate, a learning-oriented evaluation approach is more adequate to address the adaptive nature of the GM at the Bank to the changing needs and contexts of its internal and external partners and clients in highly dynamic and diverse institutional, regional and national contexts. The following milestones are considered to define the time boundaries of the evaluative evidence, with additional detail provided in tables 6 and 7:

- The Gender Strategy timeline is 2014-2018
- The 2012 Synthesis Evaluation included review of evaluative evidence from 1990-2010
- The 2017 self-evaluation MTR of the Gender Strategy included first two years of Strategy implementation 2014-2016
- Gender Marker was launched in 2018.

The synthesis evaluation will include a review of secondary data (i.e. document reviews) and limited primary data collection (i.e. internal stakeholder survey and a limited number of key informant interviews). Evidence from these data sources will be triangulated and provide findings that are then synthesized and benchmarked against comparator best practices. Conclusions and recommendations would center to meet objectives and answer EQs as per evaluation design matrix.

### 3.2 Methods of Inquiry, Data Triangulation and Sampling

We will draw on mixed methods of social inquiry so that we can invite multiple mental models (ways of thinking) into the same inquiry process which then brings a stronger understanding to the evaluation questions. The mixed methods approach brings a way of thinking that is open to multiple ways of seeing and hearing, multiple ways of making sense of the social world and multiple standpoints on what is important and to be valued and cherished. Our mixed methods way of thinking rests on assumption that there are multiple legitimate ways of making sense of the Gender Strategy, and the role of gender in the Bank and in the larger society.

The process of active engagement with difference and diversity includes triangulation of data sources and researcher triangulation, at a minimum. We will bring a bent toward qualitative research, by not ignoring the “outlier” or information that does not triangulate, rather exploring it. Drawing on both qualitative and quantitative data, this design has the highest potential to provide strong results, and enable development of concrete and practical recommendations for the new Gender Strategy.

#### *Data triangulation*

While there are five types of triangulation, we will draw on three.

- Data triangulation uses different sources, such as conducting interviews with program implementers and beneficiaries.
- Methodological triangulation is when two or more qualitative and/or quantitative methods are used, such as surveys and interviews.

- Investigator triangulation is when different evaluators review the same data and provide their interpretations.

### *Sampling*

Purposeful sampling is widely used in qualitative research for the identification and selection of information-rich cases related to the phenomenon of interest. The evaluation will use a type of purposive sampling; criteria sampling. Criteria sampling is a type of purposeful sampling that selects cases that are most likely to provide the most useful information to answer evaluation questions. The overarching criterion is: What cases (reports, organizations, individuals) will we learn the most from? For each evaluation question, a list of individuals, organizations and reports will be identified that likely provide the most insight and learning for that specific question.

### *Exploring the Theory of Change*

A Theory of Change (ToC) provides the underpinning thinking that explains why someone thinks this output will lead to that outcome, and bring about what impact. Based on that ToC, a theory of action (ToA) (what is done, such as the Bank's Gender Policy) is designed and implemented.

In addition to key informant interviews, the scoping exercise reviewed the following key documents to attempt deconstructing the TOC for the Gender Mainstreaming, using the 2014-2018 Gender Strategy as a building block.

The current ToC for gender Theory of Change in the Bank's Gender strategy states that a critical move towards gender equality will be achieved in Africa:

- If women's access to education is guaranteed and if women's economic opportunities are promoted through an improved access to and control over resources (such as land, credit and finance) and advocacy for equal rights in the workplace and in the labour market;
- If women's social and economic rights are guaranteed and encouraged through the elimination of cultural norms and barriers and the removal of all forms of gender based violence and harmful practices.

The ToC and ToA for AfDB's Gender Strategy explains the Bank's strategic and operational priorities at the corporate, country, and project levels. Specifically, there is a "twin" approach that includes both GM and women-targeted interventions, internally and externally to the Bank. The theory states that if women have access to quality opportunities, this will lead to gender equality, which then leads to improvements in one or more dimensions of gender equality. Gender equality can then potentially contribute to the impacts of equality and inclusiveness. Both the TOC and TOA will inform the evaluation (i.e. synthesis) and be explored to the extent possible during the evaluation exercise (e.g. likely the lower level of the TOC, as exploring impacts is beyond the scope of this evaluation).

### *Data Collection Methods*

Table 6 below describes the data collection methods, and includes accompanying information, which is further elaborated further in the document and in the evaluation design matrix.

**Table 6: Methodology and Data Collection Process**

	Method	Purpose	Target Group/ Sample
1	Document review	<b>Evaluation synthesis:</b> <ul style="list-style-type: none"> <li>- update 2012 synthesis with info on the Gender Mainstreaming at the Bank;</li> <li>- provide learning on the best practices in GM among other development partners;</li> <li>- Assess the quality of CGPs, and the degree to which evidence from them are incorporated into CSPs</li> <li>- Compare quality of CGPs before and after the new CGP guidance (2015)</li> </ul>	<ul style="list-style-type: none"> <li>- Documents from other MDBs and development institutions (19);</li> <li>- Evaluations of GM at the Bank: MOPAN and MTR</li> <li>- Analysis of CSPs for the inclusion of evidence from the CGP (pre and post 2014, up to 10)</li> </ul>
		<b>Benchmarking:</b> <ul style="list-style-type: none"> <li>- <i>External:</i> compare CGPs with similar type documents from other organizations</li> <li>- <i>Internal:</i> compare CSPs between countries where CGPs have and have not been developed</li> </ul>	<ul style="list-style-type: none"> <li>- Country Gender Profile, type documents like gender analysis from other development partners, such as World Bank and USAID - to use this information to do a first sample</li> <li>- CSPs for countries with and without CGPs:</li> </ul>
		<b>Portfolio review:</b> <ul style="list-style-type: none"> <li>- Validate results from the MTR</li> <li>- Obtain early learning on GMS, in comparison with PAR analysis</li> </ul>	<ul style="list-style-type: none"> <li>- Project documentation (PCNs, PARs, etc) for projects that were Gender Marked in 2018 (see Table 3, up to 20)</li> <li>- AfDB Analysis of Gender mainstreaming in PAR (3 annual reports from 2014-2017)</li> </ul>
2	Online survey	<ul style="list-style-type: none"> <li>- Validate results from the MTR</li> <li>- Assess priorities and early lessons learnt</li> </ul>	<ul style="list-style-type: none"> <li>- AGHC department (39)</li> <li>- Gender focal points across the Bank (69)</li> <li>- Participants of 2018 GMS trainings (68)</li> <li>- CSOs working on gender issues from the Bank's database (9)</li> </ul>
3	Focus Group Discussion	To explore the role of regional advisors in gender mainstreaming, successes and challenges, in light of ongoing DBDM processes.	<ul style="list-style-type: none"> <li>- Regional Gender Advisors (4, in-person and remote )</li> <li>- AHGC.0 &amp; 1: HQ team (10)</li> </ul>
4	Key Informant Interviews	To validate and enrich findings from the primary (online survey) and secondary data collection (synthesis and portfolio review)	<ul style="list-style-type: none"> <li>- Internal interviews at the Bank (maximum 10)</li> <li>- External with Bank's partners (maximum 3)</li> </ul>

*Document and Data Review*

*Scoping Stage*

The key documents reviewed during scoping exercise are listed in bibliography in Annex G. The desk review was used to inform the evaluation synthesis design, and included evaluative GM and

Gender Strategy studies conducted, by other organizations, and studies that look at gender in the Bank including, but not limited to current Bank procedures and guidance documents and monitoring data.

The subsequent document review will identify data to assess the progress made by the Bank in gender mainstreaming and whether the approaches used to operationalize the Gender Strategy have remained relevant to the gender challenges in Africa. The desk review will also examine gender challenges in Africa against which the relevance of the Bank’s strategic support will be assessed.

### *Proposed Document Review for the Synthesis Evaluation and Benchmarking*

For Synthesis, the selection of bibliographic references (Annex G) was conducted by applying key words. These were the “evaluation”, “synthesis” terms in combination with “gender strategy”, “gender mainstreaming”, “gender marker”, and “gender action plan”. Subsequently, documents in Annex H were selected based on the following criteria:

- They are structured along the DAC evaluation criteria, but also include the “learning” and/or “catalytic effects” criteria;
- They are based on a combination of evaluation tools including desk and literature review, portfolio analysis, interviews with key informants and case studies,
- They are all based on qualitative evaluation research methods;
- Only the documents related to independent evaluations and synthesis work.
- Evaluations in either English, French or Portuguese: roughly proportionate to the occurrence of these languages within the broader pool of reports/ documents at the AfDB;
- Quality of the reports with evaluative evidence and Country Gender profile-type documents: in order to achieve robust and reliable results, the quality of evaluations should be assessed on the grounds of the reports being comprehensive, evidence-based and providing information relevant to the synthesis review questions. An assessment tool will be developed which assesses documents according to these points and the report will have an overall quality rating assigned to it.

Based on the above, the criteria for selecting external organizations have included Asian development Bank (ADB), the World Bank (WB), Global Environmental Facility (GEF), the International Fund for Agricultural Development (IFAD), French Agency for Development, and the Global Vaccine Alliance (GAVI), with a total of 20 evaluations and synthesis studies in which evaluative evidence have been included.

The Benchmarking exercise would be conducted to assess how the Bank’s key GM tools compare to similar organizations. For benchmarking, a section of comparator organizations would follow similar criteria as those for the synthesis component above, how with adjustment for the type of documents. The key target to compare the following documents to comparator organizations:

- Country Gender Profiles (Annex E);
- Sectorial checklist documents developed in support of GM within the Bank: Health Sector, Fragile States, Governance, education, etc (G).

The table below, updated from table 7, provides an overview of the two main components of the study, sampling strategies as well as the types of documents which will be used for each. A list of

inclusion and exclusion criteria has been developed in order to ensure that the correct documents are included in both sub-components of the study:

**Table 7: Sampling and Inclusion/exclusion criteria for Synthesis and Benchmarking**

Purpose	Type/Sample	Inclusion/exclusion criteria
<b>Evaluation synthesis:</b> - Compare quality of CGPs before and after the new CGP guidance (2015)	- Documents from other MDBs and development institutions (19); - Evaluations of GM at the Bank: MOPAN and MTR - Analysis of CSPs for the inclusion of evidence from the CGP (pre and post 2014, up to 10) -	- Documents with external evaluative evidence after 2012: what has emerged since in GM among comparator organizations? - Documents with external and internal evidence about GM at the Bank - Balance between mid-term and final evaluations (final evaluations may contain more lessons learned, while MTR evaluation focus on process); - Documents with global and regional evidence
<b>Benchmarking:</b> - <i>External:</i> compare CGPs with similar type documents from other organizations - <i>Internal:</i> compare CSPs between countries where CGPs have and have not been developed	- Country Gender Profile, type documents like gender analysis from other development partners, such as World Bank and USAID - to use this information to do a first sample - CSPs for countries with and without CGPs:	- CGP-type documents from other institutions starting with 2014 - CGP-type documents from Africa only, balance between documents to cover all Bank's sub-regions

Following criteria above will result in a stratified sample that would include proportionate representation of GM interventions. The review is expected to be based on a final expected sample of maximum 25 documents with evaluation evidence, for synthesis component. For the benchmarking, a similar list of criteria will be used but may include additional criteria, particularly with regards to the Country gender analysis.

#### *Complementary Document and Data Review*

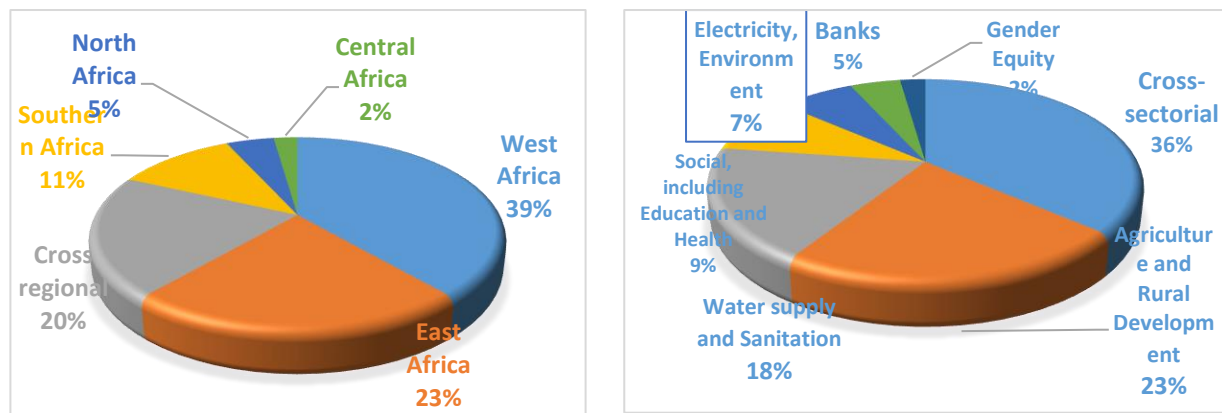
Further document review will draw from the following sources: (i) review of Bank's operational documents; (ii) analysis of the Bank's portfolio during 2014–2017 (PARs) and 2018 GMS-tagged with the assistance of statisticians from the AfDB's Delivery, Performance Management and Results team; (iii) Sectorial gender documents from the Bank, and (vi) Evaluative evidence with reference to gender from the Evaluation results Database.

[\*Evaluation Results Database \(EVRD\)\*](#) will serve as a key internal source of content specific information on Bank's retrospective results vis-à-vis Gender mainstreaming. In line with evaluation objectives and scope, the sub-sample of evaluative evidence from 2010 onwards would be considered, namely 44 documents (52% in Figure 6). This would allow to compare

to assess the extent of GM in projects pre- and post- Gender Strategy, with a focus on results, hence retrospectively. The proposed evaluation will analyze the 44 sampled documents to:

- Describe the gender themes identified, and organize the analysis by sector, region and country. Proportion breakdown by sector and region or country in Figures 7 and 8 shows a wide range and points to the need for further exploration for North and South Africa regions, and unpacking the cross-sectorial evaluations, for example.
- Identify any recommendations on gender, and clarify:
  - o How and the extent to which recommendations were addressed, and by whom.
  - o Recommendations that were not address, and why not.
  - o Patterns in these findings (e.g. regional, sectoral, level of recommendation, cost)

**Figures 7 and 8: Sub-sample of Evaluative Evidence Referencing Gender, IDEV Results Database from 2010, N= 44**



Source: Data from the IDEV Results Database

Portfolio Review: The desk review will then review project appraisal reports (PARs) (2014-2017) as well as projects that were gender-marked in 2018. The purpose of the portfolio review will be to validate MTR findings, assess status of implementing recommendations, as well as to verify recent trends in GM along the TOC and to respond to evaluation questions.

Review of InnoPitch Ideas: For inward assessment of the gender mainstreaming, the primary sources will be quantitative and qualitative data from The Bank staff survey (2015) and ideas submitted by the Bank’s staff and consultant for the 2019 InnoPitch, an annual contest of ideas which focus for 2019 was on gender. Triangulating data from the two sources would enable assessing the status of needs of staff vis-a-vis pillar of the Gender Strategy and broader, as well as consider solutions and recommendations made by staff related to internal and external gender mainstreaming approaches.

### Online Survey

Consistent with 2017 MTR, an online survey will be administered (table 5) to validate MTR findings and assess the catalytic effect, challenges and opportunities in the delivery of the Bank’s

Gender Strategy agenda and supporting resources. Online survey preliminary results will provide the basis for informing data collection, such as refining key informant interviews.

The online survey conducted during the MTR was emailed to all Bank's staff. Unlike MTR, in line with evaluation design, and constrained by timing, sampling for this online survey would target key groups of stakeholders, which were identified using these criteria:

- Ability to provide retrospective insights from early stages of implementation of Gender Strategy;
- Recent engagement with GMS;
- Direct involvement in Gender Mainstreaming at the Bank and with external partners.

Evaluation team will use SurveyMonkey or other mechanism to administer the online survey. The survey program would provide extensive question design options, real-time results reporting, and data import and mail-merge functions that reduce the time required to administer the survey and analyze the data. The team will test the survey in collaboration with AHGC. Approximately 5-6 individuals will be administered the tool in both English and French. The feedback from the pilot will be used to refine and finalize the survey. Participation in the survey will be voluntary as well as confidential. The tool will need no more than 20 minutes to complete. Responses to survey questions will be analyzed using standard descriptive and comparative statistics. Analyses will investigate variation across key stakeholder levels and types to observe how they relate to perceptions of programmatic relevance, operational efficiency, and outcomes for health systems. The survey timeframe is estimated at 2-3 weeks.

### *Key Informant Interviews*

As part of the scoping exercise, the team has conducted an initial set of interviews to inform the evaluation approach presented paper. These interviews will be completed with additional stakeholder interviews both internally (AfDB) and externally, if needed, to better understand:

- Perspectives regarding the GM design (appropriateness and ability to support the Bank in achieving its objectives)
- Implementation to date and associated processes (efficiency & effectiveness)
- Other questions as identified in evaluation design matrix.

Key informant interviews will be carried out using a semi-structured interview guide, informed by the evaluation framework. Additional key informants will be selected based on the information need of the evaluation after analysis of secondary data, from a larger pool that includes:

- The Bank's internal stakeholders not captured by the online survey or did not respond.
- AfDB headquarter staff including staff from the Gender, Women and Civil Society Department (AHGC), programme staff and Gender Focal Points (GFPs)
- The African Development Institute (ECADO)
- Statistics Department (ECST) the Governance
- Economic and Financial Management Department (ECGF)
- The Human and Social Development Department (AHHD).

If data gaps are apparent, or additional data are needed to confirm or refute findings, additional external stakeholders will be identified. The potential key informants could include:



- Representatives of UN Women regional offices (with regards to Bank’s gender mainstreaming on the continent and development of Gender Country Profiles);
- Regional gender machineries to estimate catalytic effects of the Bank’s efforts since the Gender Strategy 2014-2018 and estimate core priority areas for the new gender strategy.
- Other MDBs and development partners to clarify issues pertaining to evaluative evidence and lessons for replicable learning.

### 3.3 Data Analysis

The study aims to ensure data saturation (e.g. the same information is repeated multiple times, thus suggesting a solid finding) through document reviews, interviews, and quantitative survey data. Data will be analyzed through thematic analysis against the evaluative framework and include an understanding of the various stakeholder perspectives (e.g. valuing). The initial analysis and findings aims to ensure credible data that can be used to support actionable ways forward.

#### *Synthesis*

Thematic analysis will be used to analyse the data: to identify themes in the data that are important or interesting, and use these to address the research questions. Braun & Clarke’s (cited in Maquire & Delahunt, 2017) 6-step framework will be used for the thematic analysis. Braun & Clarke (2006) distinguish between two levels of themes: semantic and latent. Semantic themes looks at the surface meanings of data while latent themes look beyond to the underlying ideas, assumptions and concepts. The 6 steps include the following: Step 1: Become familiar with the data, Step 2: Generate initial codes, Step 3: Search for themes, Step 4: Review themes, Step 5: Define themes, Step 6: Write-up.

As specific evaluation questions must be addressed, a theoretical thematic analysis will be used rather than an inductive one. Each segment of relevant data will be coded and not every piece of text. The evaluator will develop a code book based on the analysis framework (developed together with the IDEV Principal Evaluation Officer) and these codes will be further developed and modified during the coding process. A software programme will be used to assist with coding, namely, Atlas ti which assists in arranging, reassembling, and managing document content in a systematic way.

The thematic analysis framework will be used to inform the code book which will contain the codes used for the analysis of the documents for both the synthesis and benchmarking. These include the following overarching themes presented in Annex K which will be refined in an iterative way.

#### *Benchmarking*

For benchmarking exercise in particular, the following would be priority lines of inquiry:

#### ***Country Gender Profiles (CGPs):***

1. Before and after new 2015 CGP guidance (use document to assess)

2. For the same country between Bank's CGPs and other institutions (FAO, USAID, World Bank)
  - how are the same sectors covered (agriculture, water sanitation);
  - quality (context, depth of information, use of M&E evidence);
  - men engagement;
  - attribution versus contribution.

### ***Country Strategy Papers (CSPs):***

#### *For Countries with CGPs:*

- timing of CGP development: is there a difference to which degree gender is addressed in CSPs where CGP preceded CSP development:
- Indicators: reference to CGP in CSP; 2014-2018 Gender Strategy Pillars
- Use of gender-sensitive M&E: sex-disaggregated indicators, outcomes.
- Gender Checklists
- Involvement of Gender specialists in development of CSPs
- Environmental Safeguards

#### *For countries without CGPs:*

- Is there a difference in how all of the above issues are addressed, if at all?
- Is there a reference to any other type of CGP, like gender analysis by other institutions?

### **3.4 Evaluation Limitations**

Although focus on the secondary data collection and limited primary data can expedite evaluation completion, and there are many advantages, there are some limitations that need to be considered:

1. Limited primary data collection, due to timing and evaluation design
  - o Evaluation objective and design did not allow to consult with beneficiaries (especially women) at the RMC level. The perception of internal beneficiaries would be assessed through analysis of InnoPitch ideas.
  - o The evaluation does not cover the Bank's Regional or country offices. The lack of primary data collection at the sub-regional or country level is likely to present barriers in understanding how the Gender Strategy and related approaches and tools have played out at the RMC level.
2. The evaluation timeframe is short therefore an in-depth gender analysis of all project completion reports (PCRs) from 2014-2018 will not be possible.
3. There is a high potential for varying and insufficient level of detail and depth of documents being analysed;
4. Biased selectivity - there may be an inherent bias in document selection as well as incomplete list of documents which may introduce bias into results;
5. There is substantial evaluative evidence from comparator organizations on donor approaches to gender equality and mainstreaming. However, reporting on results and good practices is likely to be uneven, depending on whether organizations have gender-sensitive M&E in place to systematically record outcomes or document good practices. With the paucity of results data, most evaluations had little choice but to focus on processes and organizational factors relating to Gender policy implementation and GM. Therefore, there is likely to be a substantial bias toward process (as opposed to results) reporting. However, this may be useful in view of

the inextricable linkage between processes and effectiveness as and efficiency of delivery of results.

6. As of April 2019, the 2017 Gender Strategy MTR has not been cleared by management and made publically available. Therefore, the MTR recommendations cannot be assessed from the accountability perspective, but rather for internal learning by the AGHC.1 and AGHC at large.

The Evaluation Team will employ various strategies to mitigate the above referenced constraints, such as transparent and thoughtful sampling, use of various types of evidence and data triangulation.

## 4. EVALUATION MANAGEMENT

This evaluation process will involve close collaboration with the AHGC.1, other departments at the Bank, and potentially other MDBs and comparator organizations. An Evaluation Reference Group (ERG) will be set up and will closely engage at key stages of the evaluation process. Together, the ERG, peer reviewers and an evaluation team will complement each other's roles and be representative of diverse technical and regional expertise.

### 4.1 Evaluation Team Composition

On the IDEV side, the evaluation team for the evaluation is composed of Svetlana Negroustouva (Task Manager), Innocent Bledou (Research Assistant) and Jacqueline Nyagahima (Knowledge Management Officer). An Evaluation and Gender Consultant, Liezel de Waal, has been recruited for 25 days to deliver synthesis and benchmarking component of the evaluation, and to ensure that it is coherently linked with the overall evaluation to enable triangulation and yield valid and reliable evidence. The consultant's point of contact in IDEV will be the evaluation task manager.

The IDEV task manager is responsible for:

- a) Overall management of the contract, including quality control and internal communication,
- b) Monitor closely the implementation plan through weekly coordination meetings to ensure timely delivery of the evaluation reports,
- c) Making available the key documents and the draft the inception report and preliminary analysis,
- d) Assisting the consultant to identify relevant additional information within the Bank,
- e) Providing introductions for the consultant to bank staff and other stakeholders, if necessary,
- f) Participation in certain interviews with internal stakeholders, comparator organizations, where necessary and agreed with the consultant,
- g) Establishing a Reference Group for the evaluation and engage peer or expert reviewers. They will provide comments and suggestions for the improvement of the draft reports, which IDEV will transmit to the consultant,
- h) Providing guidance and feedback to the consultant at agreed stages within 5 days of submission of contract deliverables,
- i) Approval of deliverables in line with IDEV's internal review and quality control processes, in consultation with IDEV management.

The specific tasks for an Evaluation and Gender consultant include:

- a) Develop a methodology note for synthesis and benchmarking exercise

- b) Conduct analysis of evaluative evidence from a pre-selected list of reports with evaluative evidence (Preliminary list is provided in Annex H).
- c) Conduct benchmarking exercise for a sample of the Bank's Country Gender Profiles, comparing to similar documents by other development partners (Preliminary list of partners to include World Bank, USAID, etc. will be provided to the consultant)
- d) Submit draft and final report from synthesis and benchmarking exercise with an analysis of findings following the review criteria and a conclusion section with a clear synthesis containing lessons learned and recommendations. Conclusions need to be specific and feasible within the context of the development of the new Gender Strategy, to facilitate triangulation with other evidence.

The IDEV task manager will work collaboratively with an external Evaluation and Gender consultant to complete major milestones of the process of evaluation.

#### 4.2 Reference Group and Peer Reviewers

The *Evaluation Reference Group* (ERG) will act as an advisory body for the evaluation and will be the primary forum through which IDEV will engage with and consult key Bank stakeholders. TOR for ERG will be circulated with a call for nominations from the departments within the Bank and external expert. ERG scope of activities will include review and provision of feedback on the evaluation key technical deliverables, including approach paper, preliminary findings and final evaluation report, as well as participate in the communication and dissemination of evaluation findings.

In addition to the evaluation reference group, the evaluation will benefit from an oversight role by *internal and external peer reviewers* as part of quality control measures. An internal peer reviewer will provide guidance on the scope, rigour and feasibility of the evaluation approach and ensure that key milestones are consistent with good practice standards for evaluation. The external peer reviewer will help to ensure that the evaluation design is sound and will yield valid and reliable evidence, and that the evaluation reports are adequately responding to evaluation questions, with findings supported by robust evidence consistent with OECD-DAC Quality standards as well as ECG Good Practice Standards. In particular, the peer reviewers will provide feedback on the evaluation approach paper and the technical report.

IDEV will have a collaborative approach and work with the Reference Group, internal and external reviewers and consultant, ensuring quality and usefulness of the evaluation for the Bank. Within IDEV, functional responsibility for this evaluation is with a task manager who works under the guidance of IDEV's management.

#### 4.3 Delivery Timeline

The evaluation timeframe is from February 2018 to July 2019. The expected delivery dates for major milestones by responsible team member are presented in table 8 below.

**Table 8. Deliverables and responsibilities among the team members.**

<b>Deliverable</b>	<b>Responsible evaluation team member</b>	<b>Back up</b>	<b>Date</b>
(1) Finalization of the Approach paper	IDEV Task Manager	IDEV Task Manager	April 2019
(2) Finalization of the data collection tools	IDEV Task Manager	IDEV Task Manager	April 2019
(3) Concept note for synthesis and benchmarking exercise	Evaluation and gender consultant	IDEV Task manager	April 2019
(4) Technical report from synthesis and benchmarking exercise.	Evaluation and gender consultant	IDEV Task manager	End of May 2019
(5) Preliminary results from the e-survey	IDEV Task Manager	IDEV Task Manager,	Early June 2019
(6) Summary evaluation report	IDEV Task Manager	Evaluation and gender consultant	July 2019

## 5. COMMUNICATION AND DISSEMINATION

The evaluation team will ensure that timely, relevant evaluation information and knowledge is shared with appropriate stakeholders, and that they are given the opportunity to provide feedback and interact with the team throughout the entire evaluation process. Evaluation stakeholder mapping, presented in Table 9, showcases the mapping of stakeholders and their needs with regards to the evaluation.

**Table 9. Evaluation Stakeholders' Mapping.**

<b>Stakeholder</b>	<b>Category</b>	<b>Interests in relation to gender mainstreaming and its evaluation</b>	<b>Participation/role</b>
AfDB Board of Directors AfDB's management	Senior Leadership	Accountability, learning for policy and decision making	User of evaluation results
AHGC, gender advisers/focal points			
Bank's Operations staff: HQ, regional hubs	Employees	Learning – for development of new strategy - Learning in order to improve mainstreaming gender in operations - Implementation of GM strategies	Advisory User of results
Bank's Corporate and support services			
RMC gender ministries	Beneficiaries	- Learning - gender mainstreaming best practices, - Learning for advocacy	User of evaluation results
Regional gender and civil society bodies			
Technical and Development partners (UN and bilateral partners)	Partners	- Learning - gender mainstreaming - Sharing results	User of evaluation results

Stakeholder	Category	Interests in relation to gender mainstreaming and its evaluation	Participation/role
Development agencies/organizations (UN Women)		- Learning for policy and decision making	
Evaluation community Academia		Learning – gender dimensions of evaluation	Peer review Advisory User of evaluation results

As per Communication and Dissemination Plan Matrix in table 10, evaluation processes will ensure to: (i) include the main stakeholders in decision making about evaluation design and implementation, (ii) inform on the evaluation activities and progress and (iii) communicate interim and final findings, according to the precise modalities. An audit trail will be developed to ensure transparency about the inclusion or rejection of the comments received. As presented in table 10, during and after the evaluation, final findings will be disseminated through workshops or other learning-oriented sessions both face-to-face and digital (skype, webinars). Articles will be written for dissemination via the IDEV blog as well as the Evaluation Matters magazine. In addition to the published summary report, short briefs will be made available online and in hard copy with specific highlights summarizing key findings and recommendations. The preliminary stakeholder mapping will be improved and will guide the communication and dissemination plan of the evaluation to tailor the content and format of dissemination products.

**Table 10: Communication and Dissemination Plan Matrix**

Knowledge product	Audience	Communication Channel	Communication product	Timeframe
Draft Approach paper	<ul style="list-style-type: none"> <li>• BDEV Management</li> <li>• Gender Department (AHGC, gender focal points)</li> <li>• Evaluation Reference Group (ERG)</li> <li>• Peer reviewers (internal, external)</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Face to face meetings, briefings</li> <li>• Electronic (Video Conferencing)</li> </ul>	<ul style="list-style-type: none"> <li>• Draft paper</li> </ul>	February 2019
Approach paper	<ul style="list-style-type: none"> <li>• BDEV Management</li> <li>• ERG &amp; Peer reviewers</li> <li>• Gender Dept.</li> <li>• Operations Depts.( Sectors, Regional &amp; Country offices)</li> <li>• Corporate Services</li> <li>• development partners</li> <li>• Evaluation community &amp; Academia</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• BDEV Website</li> </ul>	<ul style="list-style-type: none"> <li>• Approach paper document (PDF)</li> <li>• Evaluation Webpage</li> </ul>	April 2019

<b>Knowledge product</b>	<b>Audience</b>	<b>Communication Channel</b>	<b>Communication product</b>	<b>Timeframe</b>
Report from synthesis and benchmarking exercise	<ul style="list-style-type: none"> <li>• ERG , Peer reviewers</li> <li>• Gender Department</li> <li>• Operations Depts.</li> <li>• BDEV team</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Peer review</li> <li>• Reference group meetings (Face to face, Electronic)</li> <li>• Baobab</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review report documents</li> <li>• Presentation</li> </ul>	May 2019
Preliminary findings-PPT	<ul style="list-style-type: none"> <li>• BDEV Staff</li> <li>• Gender Dept.</li> <li>• Operations Depts.</li> <li>• Bank Regional offices</li> </ul>	<ul style="list-style-type: none"> <li>• Face to face meetings</li> <li>• Electronic meetings</li> <li>• Email</li> </ul>	Presentation	Early June 2019
Draft Summary Evaluation Report	<ul style="list-style-type: none"> <li>• ERG &amp; Peer reviewers</li> <li>• Gender department</li> <li>• Operations Depts.</li> <li>• BDEV team</li> </ul>	<ul style="list-style-type: none"> <li>• Reference group meeting</li> <li>• Peer review</li> <li>• Capitalization workshop</li> </ul>	Draft Summary report document	June 2019
Summary Evaluation report	<ul style="list-style-type: none"> <li>• CODE members</li> <li>• AfDB Board</li> <li>• Gender Dept.</li> <li>• AfDB staff (headquarters, regional &amp; country offices)ional Bank offices</li> <li>• RMC gender ministries</li> <li>• Regional gender and civil society bodies</li> <li>• Development organizations</li> <li>• Evaluation community &amp; Academia</li> </ul>	<ul style="list-style-type: none"> <li>• CODE Meeting</li> <li>• Email, Print: Physical/ Postage</li> <li>• ECoP meeting, website, intranet email,</li> <li>• Evaluation Matters, EVRD, MARS</li> <li>• Webinar</li> <li>• Gender Evaluation COP and other gender platforms</li> <li>• African Gender Evaluation Network, African Evaluation Association</li> </ul>	Summary Evaluation report document Published Summary report; Briefs, Highlights, Infographics, Presentations, Articles	Early July 2019

## ANNEXES

### Annex A: Selected Ratings and Recommendations from the internal 2017 MTR<sup>9</sup>

A. Recommendations for the relevance of Gender Strategy; (6) rated “high”.

The Gender Strategy can be revised to become even more relevant and more aligned with the High 5s, the Sustainable Development Goals (SDGs) and Agenda 2063. The review’s recommendations:

- The new Gender Strategy needs to be designed in alignment with the High 5s and focus on narrowing gender gaps and using indicators that are related to eliminating discrimination against women and girls.
- A new list of indicators should be developed jointly with the sectors.
- Consider adding a pillar on child and maternal health (child and maternal nutrition, sexual and reproductive health) and that includes sexual and gender-based violence.
- Focus on inclusive infrastructure.
- Update the Bank’s Gender Policy from 2001.

B. Recommendations for the effectiveness of the Gender Strategy: (6.1) rated “high”.

Operations have delivered on infrastructure development, access to water and sanitation, access to financial resources and for jobs being created. More initiatives could be developed around Pillars 1 and 3. The knowledge and skills enhanced on gender equality was rated modest in the questionnaire, but evidence shows that there have been many efforts to build gender mainstreaming capacity in transport, information and communications technology (ICT), energy and governance, and with the Gender Focal Points.

#### *6.1.1 Focus on addressing gender inequalities within the Bank:*

- Actions to positively impact individual and collective perceptions, mind-sets and beliefs about women and disadvantaged groups within the Bank need to be put in place and repeated on a regular basis; changing individual mind-sets, attitudes and perceptions of both women and men is a necessary precursor for the Bank to be a credible and effective force for gender equality.
- Address sexual harassment within the organisational culture, with sensitisation campaigns and dissemination and training for staff to increase awareness of the Bank’s sexual harassment policy and the resources and mechanisms available to survivors.
- Develop a women’s talent management strategy to promote a work environment that provides for the retention, promotion and advancement of women to positions of leadership.
- Get certified with the EDGE Certified Foundation (EDGE stands for Economic Dividends of Gender Equality). This certification would help the Bank look for any gender inequalities (differences in wages for example) but would also contribute to benchmarking Bank practices, regulations and procedures against global gender best practices as many international development banks have also been certified.

#### *6.1.2 Internal strengthening of gender technical capacity within the Bank and RMCs:*

- The Gender, Women and Civil Society Department’s staff capacity needs to be built into operations and for more in-depth sector-specific knowledge in alignment with the Bank’s priorities (High 5s).

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<sup>9</sup> Permission has been granted to present recommendations to leverage learning and facilitate this evaluation, although the 2017 MTR of the Gender Strategy is an internal AHGC document that has not been approved by management and has not been publically available



- More technical training needs to be dedicated to professional-level women in the Bank to improve women's representation in operations teams. Continuous training should be provided, as well as toolkits at all levels, especially for management and for technical personnel in operations.
- Placing 24 gender specialists in operational units, in regional resource centres, field offices and Project Implementation Units (PIUs) by 2018 (target in Gender Strategy). Their role and weight is also important for Gender Specialists to be able to influence decision-making.
- Provide in-depth gender training to social development experts to support/complement the work of the Gender Specialists.
- Develop online tools for gender analysis, planning, budgeting, monitoring and evaluation (an interactive database and website, could be added to the Gender Community of Practice website). Establish the gender dimension for quality-at-entry for CSPs and the CSP Toolkit and guidelines for mainstreaming gender.

#### *6.1.3 External strengthening of gender technical capacity within the Bank and RMCs:*

- Focus on providing more technical capacity development on gender analysis, gender planning, gender-responsive budgeting, and gender statistics to institutions and ministries.
- Build capacity on gender equality within RMC infrastructure ministries.
- Extend support to AfDB Country Strategy Dialogues to support the identification of gender-equitable priorities within the infrastructure strategic pillar, which features in many Country Strategy Dialogues.

B. Recommendations for the efficiency of the Gender Strategy: (6.2) rated “modestly”.

But the Bank's new Business Delivery Model, with Gender Specialists going to the regions and therefore being closer to clients, should improve performance and mobilise more resources, staff engagement and productivity on gender equality and women's empowerment. There is a need for more human and financial resources and a more robust gender architecture to implement the strategy efficiently. The Bank needs a better-structured process and systems in place to track gender results. The work environment is more women friendly, with more gender-responsive recruitment practices; and there are more women in senior management. The Gender Marker, the Gender Focal Points and the Bank-wide Gender Oversight Committee, Gender Bonds and AFAWA have a lot of potential to move this agenda forward more efficiently. Most of the review's recommendations are aimed at increasing the Gender Strategy's efficiency.

#### *6.2.1 Allocate resources and define the approach for gender equality:*

- Invest more in analytical work related to gender in order to conduct specific socio-economic/ gender studies (put budget in project completion reports for impact assessments on gender), quality sector gender profiles, and gender-specific projects.
- Advocate for gender equality issues in policy dialogue with RMCs in the context of their discussions on Poverty Reduction Strategy Papers, Country Strategy Papers, and economic and sector work, as well as portfolio reviews; also advocate with ministries of finance and line ministries that 1% of the budget for concessional loans and grants will be spent on gender.
- At minimum, staff the Bank-wide Gender Oversight Committee with a full-time coordinator and assistant to provide day-to-day support.
- Use the Bank's association with civil society organisations (CSOs) as they can provide useful insights into Regional Member Countries' perspectives on gender equality issues. The Gender, Women and Civil Society Department can forge stronger alliances with CSOs.

#### *6.2.2 Strengthen internal and cross-departmental communications and collaboration:*

- Have the Gender, Women and Civil Society Department work more closely together to communicate and disseminate the Gender Strategy to internal and external stakeholders, the Bank's commitment to gender equality within the three pillars, and its gender results from Bank projects.

*6.2.3 Collaborate and coordinate through the Bank-wide Gender Oversight Committee (BGOC):*

- Ensure that the Committee is fully operationalised and well resourced.
- As the BGOC contributes to raising awareness, ensure that the priority the Bank attaches to gender equality is understood and collectively shared across the Bank's workings, i.e. that it supports the preparation of diagnostic gender studies and occasionally a thematic chapter on gender within the African Economic Outlook, and coordinates additional resources internally and explores the establishment of a Multi-Donor Trust Fund on Gender.

*6.2.4 Ensure gender-responsive monitoring and evaluation:*

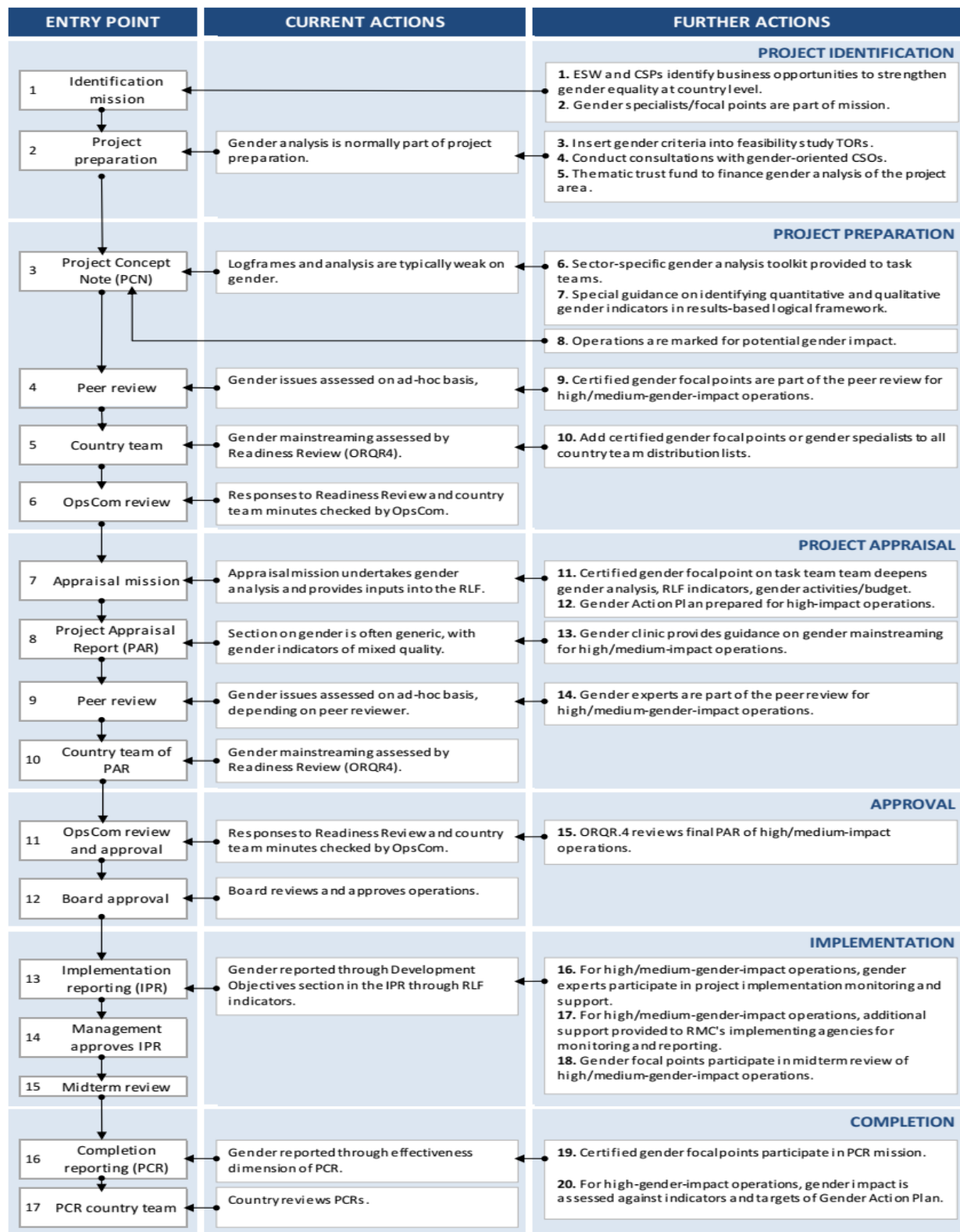
- As the monitoring of gender investments is an important part of the organisational system for gender, all Bank staff needs to be supported to either use or develop a way to mark and track gender in their operations.
- Ensure gender is part of corporate and regional key performance indicators (KPIs), as well as in sectoral departments, for all Gender Focal Points (GFPs) and staff, especially directors and task managers; include addressing gender gaps in the High 5s in job descriptions with the key functions, as other cross-cutting issues are included, such as civil society organisation (CSO) engagement and fragility.
- Document, share and apply gender lessons learned within the Bank and ensure the evaluation database on lessons learned is up to date and includes gender lesson learned for the 2014-2018 period. Establish within the new Gender, Women and Civil Society Department a reporting system to monitor progress on the implementation of the Gender Strategy as an integrated part of staff work programmes.
- Include baselines and targets in the new Gender Strategy Results Management Framework.
- Customize gender-responsive monitoring indicators to reflect the specific characteristics of each sector while at the same time addressing the external pillars and addressing the principal dimensions of gender analysis.
- Conduct in-depth gender analysis of Project Completion Reports to determine the gender outcomes from 2014-2018; establish a gender statistical database and add gender dimensions to the Bank's new Results Reporting System.
- Ensure benchmark surveys or baseline studies are gender sensitive and are consistently being done; baseline information should distinguish between women and men among the target population and the baseline survey should be part of the project's monitoring and evaluation (M&E) component; the need for gender analysis within this should be clearly specified.
- Ensure that the Gender, Women and Civil Society Department establishes a mechanism to track GFP activities so that the department is aware of all gender actions across the Bank; include a system to ensure that comments raised on integrating gender equality within project design are actually incorporated.

Annex B: Corporate Reporting in the 2018 ADER report and Alignment to the Results Framework of the Gender Strategy (2014-2018)

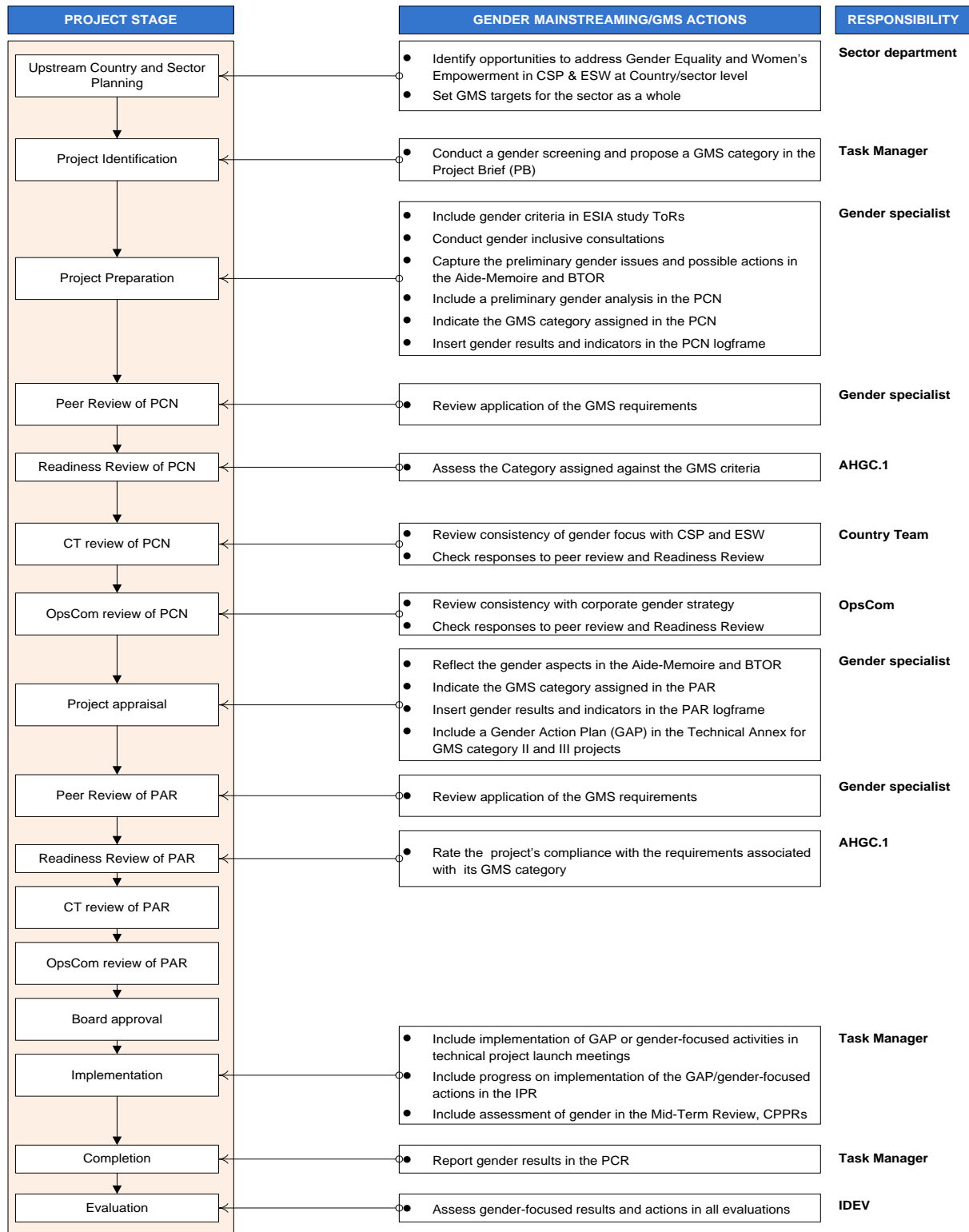
GS Indicator (Y/N)	Selected Bank's Results Framework Indicators by High 5	ADER 2018					
		GS	ALL AFRICAN COUNTRIES			ADF	
		Baseline 2013/2014	Baseline 2015	Latest 2017	Target 2025	Baseline 2015	Latest 2017
	<b>INDUSTRIALISE AFRICA INDICATORS—AfDB CONTRIBUTIONS</b>		<b>Level 2</b>				
N	People benefiting from investee projects (millions) — of which women	n/a	1.9 0.96	2.6 1.29	20.9 10.5	0.6 0.3	1.2 0.6
Y	People with improved access to transport (millions) — of which women	-	8.6 4.4	14 7	100 50	8.6 4.4	13 6.8
	<b>LIGHT UP AND POWER AFRICA INDICATORS—AfDB CONTRIBUTIONS</b>		<b>Level 2</b>				
Y	People with new electricity connections (thousands) — of which women	-	72.5 36	597 272	24000 12000	72.5 36.3	597 272
N	People connected through off-grid systems (thousands) — of which women	n/a	.. ..	.. ..	12000 6000	0 0	.. ..
N	People provided with clean cooking access (thousands) — of which women	n/a	.. ..	.. ..	32000 16000	0 0	.. ..
	<b>FEED AFRICA INDICATORS—PROGRESS IN AFRICA</b>		<b>Level 1</b>				
N	Prevalence of stunting among children under 5 (%) — of which girls	n/a	25.2 32.4	24.3 32.5	17.5 22.5	25.8 35.3	25.0 35.4
	<b>FEED AFRICA INDICATORS—AfDB CONTRIBUTIONS</b>		<b>Level 2</b>				
Y	People benefiting from improvements in agriculture (millions) — of which women	-	6 2.9	8.5 4.1	63 31	5.3 2.6	7.8 3.7
N	Rural population using improved farming technology (millions) — of which women	n/a	0.6 0.3	0.3 0.16	6.3 3.1	0.6 0.3	0.3 0.16
	<b>IMPROVE THE QUALITY OF LIFE FOR THE PEOPLE OF AFRICA INDICATORS—PROGRESS IN AFRICA</b>		<b>Level 1</b>				
N	Youth unemployment rate (%) — rate for young women	n/a	14 16.5	13 15	11 13.0	10.3 12.2	10.2 11.7
N	Unemployment rate (%) — rate for young women	n/a	8.9 9.8	7 9.4	7 8.0	6.3 7.9	6.3 7.3

GS Indicator (Y/N)	Selected Bank's Results Framework Indicators by High 5	ADER 2018					
		GS	ALL AFRICAN COUNTRIES			ADF	
		Baseline 2013/2014	Baseline 2015	Latest 2017	Target 2025	Baseline 2015	Latest 2017
Y	Enrolment in technical/vocational training (%) — of which women	-	11 9	11 9	12 10	7.7 6.8	11.4 8.9
N	Enrolment in education (%) — of which women	-	62 59.2	63 61	68 65	58.8 55.9	59.6 56.3
	<b>IMPROVE THE QUALITY OF LIFE FOR THE PEOPLE OF AFRICA: INDICATORS—AfDB CONTRIBUTIONS</b>		<b>Level 2</b>				
Y	Direct jobs created (millions) — of which jobs for women	232,000	1 0.6	1.5 0.7	10.6 5.3	0.9 0.3	1.4 0.7
Y	Indirect and induced jobs created (millions) of which jobs for women	12%	.. ..	.. ..	8.2 4.1	.. ..	.. ..
Y	People benefiting from better access to education (millions) — of which females	-	0.38 0.24	0.5 0.3	3.8 1.9	0.38 0.24	0.4 0.2
Y	People with new or improved access to water and sanitation (millions) — of which women	-	2.03 1.01	8.3 4.0	36.2 18	1.23 0.6	7.5 3.6
	<b>CROSS-CUTTING STRATEGIC AREAS INDICATORS—PROGRESS IN AFRICA</b>		<b>Level 1</b>				
Y	Gender Inequality Index (0 Low – 1 High)	0.57	0.53	0.52	0.4	2	0.6
	<b>ENHANCE THE QUALITY AND SPEED OF OPERATIONS</b>		<b>Level 3</b>				
Y	new operations with gender-informed design (%)	78	75	84	>95	84	82
	<b>STAFF ENGAGEMENT, DEVELOPMENT AND PRODUCTIVITY</b>		<b>Level 4</b>				
Y	Share of women in professional staff (%)	27	26.7	28	38		
Y	Share of management staff who are women (%)	27	29.4	28.8	38		

## Annex C: Mapping the Project Cycle Business for Gender Mainstreaming (prior to GMS)



## Annex D: Project Cycle Entry Points for the Gender Marker System, 2018



Annex E: Tally of the Country Gender Profiles and Associated Country Strategy Papers (04/ 2019)

	CGP Report (year)	Country Strategy Paper (CSP) <sup>10</sup>
1. ANGOLA	2008	2002-2004, <u>2008-2009</u> , 2011-2015, 2017-2021
2. BURKINA FASO	2019*	2002-2004, 2005-2009, 2012-2016, <u>2017-2021</u>
3. BURUNDI	2011	2004-2005, 2005-2007, 2008-2011, <u>2012-2016</u>
4. CAPE VERDE	2018	2002-2004, 2005-2007, 2009-2012, 2013 (Extension of the previous), 2014-2018
5. CENTRAL AFR. REP.	2011	2007-2008, 2009-2012, <u>2014-2016</u> , 2017-2021
6. CHAD	2019*	2002-2004, 2005-2009, 2010-2014, 2015-2020
7. COMOROS	2019*	2009-2010, 2011-2015, 2016-2020
8. COMOROS	2010	2009-2010, <u>2011-2015</u> , 2016-2020
9. COTE D'IVOIRE	2015	2009-2010, 2013-2017, <u>2018-2022</u>
10. DJIBOUTI	2019*	2002-2004, 2011-2015, 2016-2020
11. EGYPT	2019*	2000-2002, 2007-2011, 2012-2013, 2015-2019
12. EGYPT	2007	2000-2002, <u>2007-2011</u> , 2012-2013, 2015-2019
13. ERITREA	2019*	2002-2004, 2006-2007, 2009-2011, 2011-2015 (RISP), 2014-2016, 2017-2019
14. ERITREA	2008	2002-2004, 2006-2007, <u>2009-2011</u> , 2011-2015 (RISP), 2014-2016, 2017-2019
15. ETHIOPIA	2004	2002-2004, <u>2006-2009</u> , 2011-2015(RISP), 2011-2015, 2016-2020
16. GAMBIA, THE	2011	2002-2004, 2008-2011, <u>2012-2015</u> , 2017-2019 (country brief )
17. GHANA	2008	2002-2004, 2005-2009, 2010 (extension 2005-2009), 2011-2015(RISP), <u>2012-2016</u> , 2017( ext 2012-2016)
18. GUINEA	2018	2005-2009, 2012-2016, <u>2018-2022</u> ,
19. GUINEA-BISSAU	2015	2002-2004, 2005-2009, <u>2015-2019</u>
20. KENYA	2007, 2017	2002-2004, <u>2008-2012</u> , 2014-2018
21. LESOTHO	2005	<u>2005-2007</u> , <u>2008-2012</u> , 2013-2017,
22. LIBERIA	2014	2007-2008, 2008-2011, 2013-2017
23. MADAGASCAR	2017	2002-2004, 2005-2009, 2012-2013, 2014-2016, <u>2017-2021</u>
24. MALAWI	2005	2002-2004, <u>2005-2009</u> , 2011-2012, 2013-2017, 2018-2022
25. MALI	2019*	2002-2004, 2005-2009 (extend to 2011, 2013-2014), 2015-2019
26. MALI	2011	2002-2004, 2005-2009(extend to 2011, 2013-2014), <u>2015-2019</u>
27. MAURITANIA	2015	2006-2007, 2011-2015, <u>2016-2020</u>
28. MOROCCO	2012	2000-2002, 2003-2005, 2007-2011, <u>2012-2016</u> , 2017-2021
29. NAMIBIA	2006	2001-2003 (update 2004, 2005), <u>2009-2013</u> , 2014-2018
30. NIGER	2018	2005-2009 (extended to 2012) , 2013-2017, <u>2018-2022</u>
31. RWANDA	2008	2005-2007, <u>2008-2011</u> , 2012-2016, 2017-2021

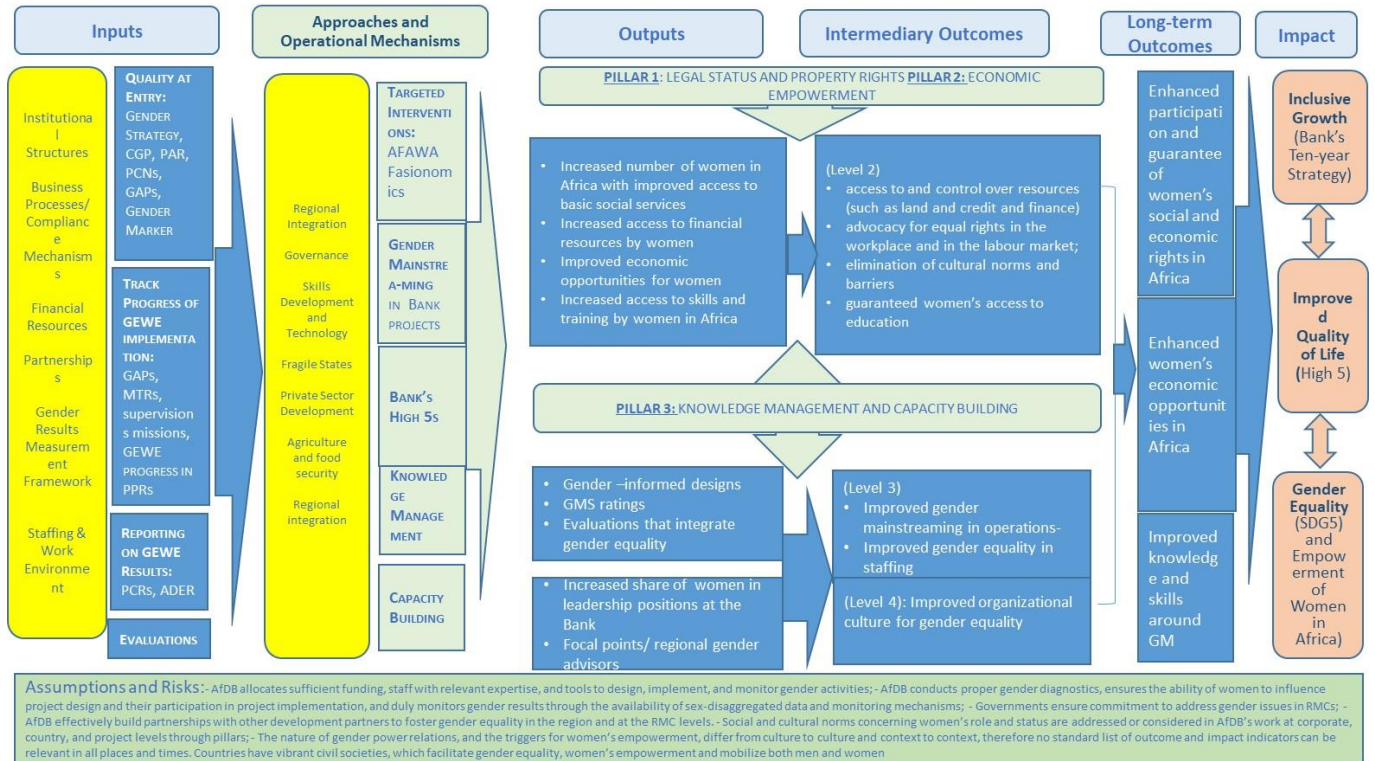
<sup>10</sup> The list excludes CSPs developed before 2000, and information on CSPs for countries for which no Country Gender Profiles had been developed.

\* CGPs developed in 2019 will not be ready to be included in this exercise

	<b>CGP Report (year)</b>	<b>Country Strategy Paper (CSP)<sup>10</sup></b>
<b>32. SEYCHELLES</b>	2019*	2000-2002, 2009-2010, 2011-2015, 2016-2020
<b>33. SIERRA LEONE</b>	2011	2002-2004,2005-2009,2009-2012, <u>2013-2017</u>
<b>34. SOMALIA</b>	2019*	2011-2015(RISP),2013-2015(country brief )
<b>35. SOUTH AFRICA</b>	2009	2003-2005,2008-2012, <u>2013-2017</u> , 2018-2022
<b>36. SOUTH SUDAN</b>	2019*	2010-2011 (country brief ), 2012-2014 ( extend to 206 and after to 2018)
<b>37. SUDAN</b>	2019*	2012-2014 (country brief ), 2014-2016(Country brief) ,2017-2019 (Country brief )
<b>38. SWAZILAND</b>	2010	2001-2003,2005-2009,2009-2013, <u>2014-2018</u>
<b>39. TANZANIA</b>	2005	2002-2004, <u>2006-2010</u> ,2011-2015,2016-2020
<b>40. UGANDA</b>	2005, 2015	2002-2004, <u>2005-2009</u> , 2011-2015, <u>2017-2021</u>
<b>41. ZAMBIA</b>	2006	1999-2001,2002-2004, <u>2007-2010</u> ,2011-2015, 2017-2021



## Annex F: Theory of Change for Gender Mainstreaming at the Bank: Scoping exercise



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[http://eugender.itcilo.org/toolkit/online/story\\_content/external\\_files/GBS\\_1.2.pdf](http://eugender.itcilo.org/toolkit/online/story_content/external_files/GBS_1.2.pdf)
- IASC (2012), “2012 Gender Marker Report: Analysis of Results and Lessons Learned”, IASC (2013), “IASC Gender Marker-FAQ”
- MCA (2012), “Social and Gender Integration Plan Cape Verde II (SGIP)”
- MCA (2014), “Social & Gender Integration Plan: MCA Zambia 2014 - 2018”

Annex H: (Preliminary) List of Evaluative Studies included in the Synthesis and Benchmarking

	<b>Agency</b>	<b>Title</b>	<b>YEAR</b>	<b>Doc Type</b>
1	ADB	Thematic Evaluation of Gender Support	2017	Evaluation
2	IADB	Evaluation of the IDB's support for gender and diversity	2018	Evaluation
3	IADB	Mid-term Evaluation of IDB-9 Commitments: Environmental and Social including Gender Policy	2013	Review
4	EBRD	Review of IFI experience in mainstreaming gender	2015	Synthesis
5	IFAD	What works for gender equality and women's empowerment - a review of practices and results	2017	Synthesis
6	IFAD	MTR Gender Policy	2017	Review
7	World Bank	Gender Integration and Evaluation Report	2016	Evaluation
8	GEF	Evaluation of Gender Mainstreaming in the GEF	2017	Evaluation
9	EU	Gender Action Plan Implementation Review	2017	Review
10	EU	Evaluation of EU Support to Gender Equality and Women's Empowerment: Main report	2015	Evaluation
11	EU	Evaluation of EU Support to Gender Equality and Women's Empowerment in Partner Countries	2015	Evaluation
12	Agence Coopération Française	Rapport final d'évaluation de la mise en œuvre de la seconde Stratégie Genre et Développement 2013 - 2017	2018	Evaluation
13	Coopération Belge	Évaluation du Genre et Développement dans la Coopération belge	2014	Evaluation
14	UN Women	Reflections on change: Meta-analysis of evaluations managed by UN Women in 2017	2017	Synthesis
15	UN Women	Strengthening organizational structure for delivering gender equality results: Corporate evaluation of the regional architecture of UN Women	2017	Evaluation
16	UN Women	Corporate Evaluation on Strategic Partnerships for Gender Equality and the Empowerment of Women: Final Synthesis Report	2017	Synthesis
17	GAVI	Evaluation of the GAVI Gender Policy	2012	Evaluation
18	KIT the Royal Tropical Institute	Lessons Learned – Gender Integration in CIFSRF: Gender Synthesis of the Canadian International Food Security Research Fund	2018	Synthesis
19	STAR-Ghana	Gender Equality and Social Inclusion, Learning Synthesis	2018	Synthesis

## Annex I: Evaluation Design Matrix

Criteria	Evaluation Questions	Evaluation Sub-Questions	Data Collection Method used								Clarifications where applicable		
			SECONDARY					PRIMARY					
			Document Review	Portfolio Review: GMS, PAR	InnoPitch Idea Analysis	Evaluation Synthesis	Benchmarking of CGPs	Online Survey	Interviews	Focus Group		CSO Forum observation	
A.Relevance	A1. What is Bank's comparative advantage and relevance to promoting GEWE in Africa?	A1.1 What has been Bank's comparative advantage in addressing GEWE, as compared to other development partners?	x				x		x	x	x	"- Retrospective Analysis of evaluative evidence from the results database - Internal and external interview with UN Women, World Bank, IFAD? - ADER reports (2011-2018)	
		A1.2 Was the Bank's GM approach relevant to external priorities (OAU Agenda 2063 and SDGs)?	x	x					x		x	x	- Document review of the three: alignment in priorities, outcomes, and indicators - Screening of AfDB_PCER_Press Digests
		A1.3 How aligned are the Bank's GM approaches to the needs and priorities of end beneficiaries?	x						x		x	x	Survey of CSO's from the Bank database, who work on issues related to the pillars of the gender strategy: WACSI
	A2. Was the Bank's GM approach and support relevant and consistent with the Bank's mandate and priorities?	A2.1 How relevant has the Bank's GM approach, including Gender Strategy (GS) pillars, been to its internal mandate and priorities (TYS and High 5s)?	x	x						x	x		- GS and Operational document - PAR analysis compare to GMS - ADER reports
		A2.2 To what extent are CGP relevant for Country Strategy Papers (CSPs) and Regional (RISPs)?	x	x				x					Review of CSP /RISP and Country Gender Profile
		A2.3 How consistent are GM results and measurements mechanisms, including GS Results Measurement Framework, with the Bank's results framework (2016-2025)?	x						x		x		Review of Bank's Results Framework, review of GS Results framework, also for alignment with SDGs
		A2.4 To what extent has M&E evidence and contextual analysis on GEWE informed strategic planning (e.g. sex-disaggregated data, gender analysis, and input of local staff/partners)?	x					x	x		x		- Analysis of CGPs, and their role in CSPs - Review of GMS-ranked projects: indicators and gender analysis

Criteria	Evaluation Questions	Evaluation Sub-Questions	Data Collection Method used								Clarifications where applicable		
			SECONDARY				PRIMARY						
			Document Review	Portfolio Review: GMS, PAR	InnoPitch Idea Analysis	Evaluation Synthesis	Benchmarking of CGPs	Online Survey	Interviews	Focus Group		CSO Forum observation	
	A3. Was the Bank's GM approach and support relevant and responsive to the internal and external needs and shifts in the regional, global, and internal institutional contexts?	A3.1 How agile are the Bank's GM approaches ?	x	x			x			x	x	Portfolio Analysis of PARs and GMS, CGPs	
		A3.2 What TOC assumptions should be revised to better strategically and operationally facilitate GM at the Bank, and externally?	x				x	x		x			-Review of the GS TOC, - Evidence from synthesis from other development partners
<b>B.Effectiveness</b>	B1. How successful was the Bank in reaching its Gender Strategy (GS) objectives? Which were met and which were not?	B1.1 In what domains of the Gender Strategy was the Bank most successful?	x					x	x	x	x	- Portfolio analysis of internal evaluative evidence, including Evaluation Results database - Analysis of CGPs after 2014	
		B1.2 What GS operational mechanisms/pathways have facilitated GM?	x	x				x		x			
	B2. Which strategies/tools/mechanisms have made the biggest difference for GM at the Bank, and at which entry points?	B2.2 How did each of the strategies/tools/mechanisms contribute to effective GM at various entry points :	x	x			x	x		x			-Portfolio analysis of PAR and GMS - ADER reports
		- Operation levels ( programmes/projects, including Budget support ) ?											Portfolio analysis of PAR and GMS
		- How well was the GS Results Measurement Framework able to systematically measure and capture progress in GM inside the Bank and externally?	x				x		x				- PAR review, EVRD, - Review of Bank's Results Framework, review of GS Results framework, also for alignment with SDGs
		- How effective was Gender Marker roll-out and up-take (capacity development, integration into going processes, early results, by region, sector)?						x	x	x			-Online survey of GMS trainees, Gender focal points , task managers of GMS-tagged projects
		What was the role of the Bank's internal requirement related to Safeguards compliance in GM?	x				x			x			-Portfolio analysis of PAR and GMS - Analysis of CGPs comparable to non-Bank

Criteria	Evaluation Questions	Evaluation Sub-Questions	Data Collection Method used								Clarifications where applicable			
			SECONDARY					PRIMARY						
			Document Review	Portfolio Review: GMS, PAR	InnoPitch Idea Analysis	Evaluation Synthesis	Benchmarking of CGPs	Online Survey	Interviews	Focus Group		CSO Forum observation		
	B3. What factors contributed or inhibited progress in, GM processes, including operationalization of the GS?	B3.1 To what extent is there a manageable framework for accountability (quality assurance processes and internal systems) for GM?	x	x					x	x	x		- Bank guidance review, PAR review, EVRD, - Online survey	
		B3.2 Which of the Bank's internal factors have facilitated or constrained the intended operationalization of the GS in relation to resources (human and financial), capacity (skills), systems, process and tools, and institutional incentives?	x	x				x	x	x	x			-Review of evidence from the EVRD - Portfolio analysis of PAR and GMS
C:Efficiency	C1. Have the human and financial resources been adequate for effective and efficient GM?	C1.1 To what extent does the gender architecture and level, type and resourcing (budgetary and human) support an efficient use of resources for GM?	x	x		x	x	x			x			
		C1.2 How has the roll-out of DBDM influenced funding allocation for GM?	x	x						x	x			- Comparing PAR and GMS-gender analysis
	C2. How timely and efficiently has the operationalization of Gender Strategy been, internally and externally?	C2.1 How efficient (appropriate and far-reaching) was the communication, awareness-raising and capacity building around GS and its mechanisms: regional gender advisors, GMC toolkit, Country Gender profiles?	x	x				x	x	x				
		C2.2 To what extent and what types of internal and external partnerships have contributed to greater efficiency?	x							x	x		x	- PAR reviews - AfDB press-briefing analysis
D. Catalytic effect and Sustainability	D1. What is the evidence of catalytic effects of the Bank's GM internally and externally?	D1.1 What has been a catalytic effect of GM by the Bank?	x						x	x				- AfDB press-briefing analysis
		D1.2 To what extent has the Bank's GM approach facilitated addressing the root causes of gender inequality and women's powerlessness internally and externally?	x					x				x		- Review in comparison with structural issues flagged and addressed in evaluative evidence in other organizations; - Analysis of how CGPs cover root causes, and how CSPs and GMS-tagged projects address those
	D2. How sustainable are GM results at the institutional and	D2.1 To what extent is there ownership of the GM processes and achievements inside the Bank?		x				x	x		x			-Portfolio review of 2018 GMS-tagged projects



Criteria	Evaluation Questions	Evaluation Sub-Questions	Data Collection Method used								Clarifications where applicable		
			SECONDARY					PRIMARY					
			Document Review	Portfolio Review: GMS, PAR	InnoPitch Idea Analysis	Evaluation Synthesis	Benchmarking of CGPs	Online Survey	Interviews	Focus Group		CSO Forum observation	
	regional levels past Gender Strategy 2014-2018?	D2.2 Which internal and external GM practices are most/least likely to be sustained after expiration of the Gender Strategy without continued investment, technical, financial, or through other activities?					x	x		x		-Review of how do comparator organizations address sustainability; -	
	D3. What conditions and processes have been put in place to ensure sustainability of GM achievements?	D3.1 What conditions and processes are likely to ensure that GM achievements are sustained beyond individuals, in case of staff and leadership transitions?					x	x	x	x		- Synthesis of evidence from comparator organizations on best practices - Linking with Evidence from EVRD	
E. Learning	E1. What and how can the Bank best learn to enhance its GM approach and strategically leverage its mandate for holistic and comprehensive GM?	E1.1 What KM and learning mechanisms have facilitated GM in the Bank, including in Bank's operations and strategic decision-making?	x			x	x	x				- Evidence from EVRD; -ADER reports (2011-2018)	
		E1.2 What are the key lessons from external comparators on how leverage Bank's mandate for holistic and comprehensive GM?				x	x						
	E2. What learning about GS, including from the 2017 MTR, should be reflected in the new strategy?	E2.1 What aspects (pillars, operational approaches, organizational requirements) of the GS could be carried forward, strengthened, dropped, or introduced in the in the new strategy?		x	x		x	x	x	x			-Relates to uptake of other evaluations as well; - Pending presentaiton of MTR to OpsCom
		E2.2 What facilitators and barriers in uptake of recommendations from MTR should be considered by this evaluation?		x	x		x	x	x	x			- Evidence of MTR recs in CGPs 2018, GMS proceses

Annex J: Definitions, Criteria, requirements for GMS categories

Category/Main Characteristics	Category I	Category II	Category III	Category IV
<b>Label/Name:</b>	<b>Gender Objective (GEN I)</b>	<b>Gender Outcomes (GEN II)</b>	<b>Gender Outputs (GEN III)</b>	<b>Marginal Gender Elements (GEN IV)</b>
<b>Definition:</b>	The <b>principal objective</b> of the project directly addresses gender equality (GE) and/or women's empowerment (WE).	GE/WE is <b>one of the outcomes</b> of the project, but not the principal one.	GE/WE is <b>one or more of the outputs</b> of the project.	Project may contain <b>one or more gender-inclusive activities</b> , but these are marginal to the outputs and outcomes of the project.
<b>Criteria for Designation:</b>	The projected <b>impact</b> of the project, and its <b>outcomes, directly</b> address GE/WE by <b>narrowing gender disparities</b> through access to social services and/or economic and financial resources and opportunities. The <b>outcome statements</b> of the project explicitly mentions GE/WE, and the outcome <b>performance indicators</b> are explicitly focused on GE/WE.	At least one of the project's <b>outcomes</b> is focused on GE/WE. It contributes to <b>narrow gender disparities</b> through access to social services and/or economic and financial resources and opportunities. The <b>outcome statement</b> explicitly addresses a specific gender gap, and the corresponding <b>indicators and targets measure</b> the narrowing of gender gaps.	One or more of the <b>project outputs</b> are focused on gender equality. And/or women's empowerment. Indicators related to this/these output/s are sex-disaggregated or gender-relevant, depending on the specific sector and the nature of the project.	One or more of the <b>project's activities</b> is gender focused, but this/these are not central to the achievement of project objectives. <b>Targets</b> related to this/these activity/ies are sex-disaggregated or gender-relevant, depending on the specific sector and the nature of the project. Gender screening used to justify categorization.
<b>Project Requirements:</b>	<b>Gender analysis</b> is conducted during project preparation and incorporated into CN, PAR. <b>Gender-focused activities and outputs</b> at core of the project. <b>GE/WE outcome(s) and</b> gender-specific outcome indicators, and associated activities and outputs, are incorporated into the results framework. <b>An Action Plan will not be required</b> for the project as the entire project is gender focused. <sup>11</sup> <sub>SEP</sub>	<b>Gender analysis</b> is conducted during project preparation and incorporated into CN, PAR. A brief gender analysis is attached as an annex to the PAR. A <b>Gender Action Plan (GAP)</b> specifies the activities, outputs, and performance indicators related to achievement of the gender-focused outcome(s), and is incorporated as an annex of the PAR.	<b>Gender analysis</b> is conducted during project preparation and incorporated into CN, PAR. The PAR specifies the activities, outputs, and performance indicators related to implementing the gender-focused output(s), which is incorporated into project documents. A <b>Gender Action Plan (GAP)</b> specifies the activities, outputs, and performance indicators related to achievement of the gender-focused outputs.	<b>Gender screening</b> is conducted during project preparation: (i) supports the articulation of any gender focused-activities; (ii) shows no gender-related risks that could affect achievement of project objectives; and (iii) ensures that there are no adverse gender impacts resulting from all other project activities and outputs ("do no harm"), drawing <i>inter alia</i> on ESIA analysis. <b>PAR</b> explicitly addresses these points.

## Annex K: Evaluation Synthesis Thematic Analysis Framework

Main Theme	Description/ Detail
1. Key AfDB sectors <sup>11</sup> :	1: <a href="#">Agriculture &amp; Agro-industries</a> 2: <a href="#">Climate Change</a> 2: <a href="#">Climate Change</a> 3: <a href="#">Economic &amp; Financial Governance</a> 4: <a href="#">Education</a> 5: <a href="#">Energy &amp; Power</a> 6: <a href="#">Environment</a> 7: <a href="#">Human Capital Development</a> 8: <a href="#">Health</a> 9: <a href="#">Information &amp; Communication Technology</a> 10: <a href="#">Industrialization</a> 11: <a href="#">Infrastructure</a> 12: <a href="#">Gender</a> 13: <a href="#">Private Sector</a> 14: Transport 15: <a href="#">Water Supply &amp; Sanitation</a>
2. AfDB Ten-Year Strategy (TYS) Areas of Focus	1: Infrastructure development 2: Regional economic integration 3: Private sector development 4: Governance and accountability 5: Skills and technology
3. AfDB TYS Areas of Special Attention	1: Fragile States 2: Agriculture and Food Security 3: Gender
4. AfDB Hlgh5s	1: Light and Power Africa 2: Feed Africa 3: Industrialise Africa 4: Integrate Africa 5: Improve the Quality of Life for the People of Africa
5. DRAFT GS 2019-2022: Strategic Gender Priority	1: Promoting Economic Opportunity (access to services, job creation) 2: Developing Skills (education, literacy, training) 3: Enhancing (internal/external) Participation (governance)
6. GS (2014-2018) Pillar (1-3)	1: Legal Status and Property Rights 2: Economic Empowerment 3: KM and Capacity Building
7. AFAWA: adopts a holistic approach through three pillars	1: strengthening access to financing for women-owned and women-led businesses, 2: building the capacity of women entrepreneurs and financial institutions, 3: engaging with and supporting African governments to ensure legal, policy and regulatory reforms required to accelerate women's entrepreneurship
8. Gender Equality and/or women's empowerment	How/if these are covered by other institutions
9. Sectors versus cross-cutting	Gender mainstreaming or sectorial attention to gender
10. Target groups/ sectors/ themes	Should interventions be organized by sectors, themes or by target groups: youth, rural or urban women, young men, elderly?

<sup>11</sup> Afdb website: <https://www.afdb.org/en/topics-and-sectors/sectors/> [accessed 15 May 2019]

Main Theme	Description/ Detail
11. Men engagement:	Within the women’s empowerment domain what are the most effective interventions.
12. CSPs	Is gender analysis reflected in CSPs or Regional Strategies (RISPs)
13. Results Frameworks:	How can the Results Framework for the new Gender Strategy build on Bank’s Results Framework outcome areas, and what are the best M&E practices, outcomes and indicators. The new RMF has a strengthened gender focus at all four levels: - Level 1: The RMF includes new, more robust gender indicators to track progress in the High 5s—for example, it includes an indicator that measures gender disparities in national labour markets. - Level 2: To better measure the impact of Bank operations on women and girls, Level 2 indicators—especially those that track the number of beneficiaries of operations—are disaggregated by sex. - Level 3: Better integrating gender dimensions into project design is fundamental to closing gender disparities. The RMF systematically tracks progress in mainstreaming gender dimensions in public sector operations and CSPs. - Level 4: The Bank recognises its special responsibility to ensure gender equality in its workforce. The new RMF has set ambitious targets for the share of women among professional staff and management <sup>12</sup> .
14. Reference to Environmental Safeguards Assessments (ESA):	The extent and modality in which attention to safeguards is reflected in documents with evaluation evidence, how gender and safeguards can be addressed together, what are operational synergies
15. The role of women’s organizations, under the umbrella of engagement with civil society	When and how the two have and can work together
16. Role of partnerships to enhance GM, and attribution versus contribution of Bank’s GM-related interventions	

<sup>12</sup> The Bank Group Results Measurement Framework 2016-2025, April 2017, p.19