

**Gender Equality as Smart Economics:
A World Bank Group Gender Action Plan
(Fiscal years 2007–10)**

September, 2006

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Abbreviations and Acronyms

AFR	Africa Region
ARD	Agriculture and Rural Development
BBL	Brown Bag Lunch seminar
BNPP	Bank Netherlands Partnership Program
CAS	Country assistant strategy
COCIN	Investment Division (IFC Mining)
COCPO	Policy Division IBRD Oil, Gas, and Mining
DEC	Development Economics
DECDG	Development Economics Data Group
DECRG	Development Research Group
DGF	Development Grant Facility
DHS	Demographic and Health Survey
DIME	Development Impact Evaluation
DPL	Development Policy Lending
DRC	Domestic Resource Cost
ECA	Europe and Central Asia
EGCG	External Gender Consultative Group
EI	Extractive Industry
ESMAP	Energy Sector Management Assistance Programme
ESW	Economic and Sector Work
EXT	External Affairs
FAO	Food and Agriculture Organization
FIAS	Foreign Investment Advisory Service
FY	Fiscal Year
GA	Gender Assessment
GAD	Gender and Development
GEM	Gender Entrepreneurship Markets
GENRD	Gender and Rural Development Thematic Group
GGA	Gender and Growth Assessment
GICT	Global Information & Communication Technologies Department (joint WB and IFC)
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICA	Investment climate assessment
ICR	Implementation Completion Report
ICRW	International Center for Research on Women
ICS	Investment Climate Survey
ICT	Information and communications technology
IEG	Independent Evaluation Group
IFC	International Finance Corporation
ILO	International Labor Organization
INF	Infrastructure Vice Presidency
LEG	Legal Department
LEGVP	Legal Department Vice Presidency
LIS	Luxemburg Income Study
LSMS	Living Standard Measurement
MAPS	Multi-Country Aids Program for Africa
MDB	Multilateral Development Bank
MDG3	Millennium Development Goal 3
NGO	Non-Governmental Organizations
NVP	Network Vice Presidency
OECD/DAC	Organization for Economic Co-operation and Development/Development Co-operation
OPCS	Operational Policy and Country Services
OVP	Operational Vice Presidencies

PER	Public Expenditure Review
PREM	Poverty Reduction and Economic Management
PRMGE	Poverty Reduction and Economic Management Gender and Development Unit
PRMVP	Poverty Reduction and Economic Management Vice Presidency
QAG	Quality Assurance Group
RBI	Results-Based Initiatives
ROSCA	Rotating Savings and Credit Association
RVP	Regional Vice President
SAR	South Asia Region
SASKI	Sustainable Agricultural Systems and Knowledge Institution
SDV	Social Development Department
SIL	Sector Investment Loan
TTL	Task Team Leader
TUDTR	Transportation Unit
UN	United Nations
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
UNFPA	United Nations Population Fund
UNIFEM	United Nations Development Fund for Women
US	United States
USAID	United States Agency for International Development
WBG	World Bank Group
WBIPR	World Bank Institute Poverty Reduction and Economic Management Division
WDR	World Development Report
WEF	World Economic Forum
WRMG	Water Resources Management Group
WSG	Water and Sanitation Program

Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (Fiscal years 2007–10)

“Forget China, India and the internet: economic growth is driven by women.”
The Economist¹

Objective: To advance women’s economic empowerment

This Action Plan seeks to advance women’s economic empowerment in the World Bank Group’s client countries in order to promote shared growth and accelerate the implementation of Millennium Development Goal 3 (MDG3 - promoting gender equality and women’s empowerment).

The Plan would commit the World Bank Group to intensify and scale up gender mainstreaming in the economic sectors² over four years, in partnership with client countries, donors, and other development agencies. The Bank Group and its partners would increase resources devoted to gender issues in operations and technical assistance, in Results-Based Initiatives (RBIs), and in policy-relevant research and statistics. An assessment at the end of the four-year period would determine whether to extend the Action Plan’s timeframe.

Background

The World Bank sponsored a high-level consultative meeting in February 2006 to explore the implementation challenges facing MDG3 and to identify concrete ways to accelerate progress toward gender equality.³ Main messages emerging from this meeting were:

- With the world falling behind in its commitment to meet MDG3, there is a need to recapture the Beijing momentum and reenergize the gender agenda.
- Gender mainstreaming is a sound and viable strategy, but it has to be made more operationally relevant and more focused on results.
- Successful MDG3 implementation will require significant additional resources to those already allocated. It also requires better donor harmonization and coordination, as well as more accountability in the use of resources.
- More and better gender statistics and indicators are needed to improve analytical work—a main driver of World Bank operations. Rigorous evaluation of World Bank and other projects is also essential in order to identify good practices in promoting women’s economic empowerment.
- For the World Bank, prioritizing work in the economic sectors “will give gender issues more traction.”⁴

¹ April 15, 2006.

² Economic sectors include agriculture, private sector development, finance and infrastructure (energy, transport, mining, ICT, and water and sanitation).

³ Partners included the governments of Norway and the United Kingdom, the OECD-DAC Network on Gender Equality, and UN system colleagues, including UNIFEM, the UN Division for the Advancement of Women, and the UN Millennium Project.

⁴ Statement by James Adams (Vice President, OPCVP) at High-Level Consultation, February 16, 2006.

This document responds to the challenge issued at the close of the consultation to develop an action plan to speed up the attainment of MDG3.⁵

Rationale

To promote economic development and attain the MDGs—especially the overarching poverty reduction MDG and the gender equality MDG—the global community must renew its attention to women’s economic empowerment and increase investments in women.⁶ Gains in women’s economic opportunities lag behind those in women’s capabilities. This is inefficient, since increased women’s labor force participation and earnings are associated with reduced poverty and faster growth;⁷ women will benefit from their economic empowerment, but so too will men, children and society as a whole. Women’s lack of economic empowerment, on the other hand, not only imperils growth and poverty reduction, but also has a host of other negative impacts, including less favorable education and health outcomes for children and a more rapid spread of HIV/AIDS.⁸ In sum, the business case for expanding women’s economic opportunities is becoming increasingly evident; this is nothing more than smart economics.

Annual monitoring of the progress in implementing the Bank’s 2001 gender mainstreaming strategy reveals a steady improvement in country diagnostic work, lending operations, and technical assistance.⁹ For example, annual monitoring reports show that during FY04 and FY05, 90 percent of World Bank projects in the health and education sectors incorporated gender issues in their design.¹⁰ While the Bank achieved satisfactory results in mainstreaming gender issues in these social sectors, its achievements in promoting women’s economic participation, in strengthening institutions to collect sex-disaggregated data, and in measuring the sex-disaggregated results of its interventions were less satisfactory. Overall, its progress in the economic sectors that matter for growth has been less robust.¹¹ The Bank Group needs to strengthen the integration of gender issues in economic sectors, where it has a comparative advantage. Thus, there is a natural fit between the Bank Group’s core competencies and the objective of this Action Plan.

Complementarity with Existing Mandates

The Action Plan builds on the objective spelled out in the World Bank’s gender mainstreaming strategy: to integrate gender equality considerations into the Bank’s country assistance. In March 2003 the Bank updated and reissued its Operational Policy on Gender and Development (OP

⁵ Closing statement by Danny Leipziger, Vice President and Head of Network, PREM, World Bank. February 16, 2006.

⁶ It is worth noting that the target of MDG3 –eliminating gender disparities in education– is a critical but not the only vehicle to achieve gender equality. This Action Plan focuses on the equally important vehicle of women’s economic empowerment, which has received much less attention in development policy.

⁷ Opening address by Paul Wolfowitz, President, World Bank, at the High-Level Consultation on February 16, 2006.

⁸ *Engendering Development through Gender Equality in Rights, Resources, and Voice*. World Bank Policy Research Report. Washington, D.C.: Oxford University Press. 2001.

⁹ World Bank. 2002. *Integrating Gender into the World Bank’s Work: A Strategy for Action*.

¹⁰ Gender and Development Group (PRMGE). *Implementing the Bank’s Gender Mainstreaming Strategy. Annual Monitoring Reports for FY02, FY03 & FY04-05*. World Bank. Washington, DC.

¹¹ The World Bank Issue Brief: Gender Equality, World Bank, March, 2006

4.20) to reflect the strategy's recommendations and issued a Bank Procedures statement (BP 4.20) defining gender mainstreaming procedures. Together, the gender mainstreaming strategy, the OP and BP provide the policy framework for promoting gender issues as part of strategically focused analytical work, policy dialogue and country assistance.

The Action Plan relies on this policy framework; it is not designed to replace the gender mainstreaming strategy, but rather to advance its implementation. The Plan defines a concrete four-year road map to intensify the implementation of the gender mainstreaming strategy in the economic sectors. Execution of this roadmap would give gender issues more traction institutionally and would position the Bank to be a global leader on the issue of women's economic empowerment.

The Action Plan builds on the lessons learned from the Bank's recent experience with gender mainstreaming. A comprehensive evaluation of the World Bank's work on gender issues during the 90s showed that the Bank's success in mainstreaming gender issues in health and education was the result of developing a solid empirical rationale and assigning Bank staff with relevant gender expertise to these sectors. The evaluation also showed, however, that the Bank's incomplete implementation of its gender policy was partly due to the weakness in measuring the sex-disaggregated impact of Bank assistance.¹² In response, this Plan proposes to develop the business case, strengthen staff expertise, and measure the development impacts of gender mainstreaming in the economic sectors. It also incorporates another important lesson from the 2001 gender mainstreaming strategy—namely, that strategic seed financing can be effective in building institutional commitment to incorporating gender into analytical and operational work.

Guiding Principles

A set of core guiding principles gives direction to the Action Plan. The Plan is:

- Focused on selected countries and areas—based on competencies and value added
- Tailored to individual country realities and needs
- Grounded in empirical evidence on gender inequalities and good practices in addressing them
- Oriented to results—processes, outcomes, and impacts
- Focused on building and replicating success
- Based on incentives rather than mandates and obligations
- Designed to promote development effectiveness and to be aligned with the Paris Declaration¹³

Process and Partners

The preparation of the Action Plan was a consultative, collaborative process with internal and external contributors that took place within the 100-day time frame specified by the PREM Vice

¹² World Bank (2005). *Evaluating a Decade of World Bank Gender Policy: 1990-99*. Operations Evaluation Department. World Bank. Washington, DC.

¹³ The Paris Declaration, endorsed on March 2, 2005, commits more than 100 countries and development organizations to continue and increase efforts in harmonization, alignment, and managing aid for results with a set of monitorable actions and indicators.

President. Internally, the main consultative bodies were the Gender and Development (GAD) Board and an ad-hoc Senior Level Advisory Group, the latter constituted specifically to provide feedback on the Plan; regions and networks were represented in both groups. In addition, key WBG staff members were consulted individually. Externally, the draft Plan was shared with the OECD/DAC Network on Gender Equality (Gendernet—a co-sponsor of the High Level Consultation on MDG 3), and the Bank External Gender Consultative Group (EGCG). Annex 1 lists the members of the Senior Level Advisory Group, the Gendernet representatives, and the EGCG members who provided feedback on the Plan.

The consultations were launched with separate brainstorming sessions with the GAD Board and with Gendernet in late February, soon after the Bank announced the Plan's preparation. These brainstorming sessions were followed internally with structured individual interviews with gender, sector and regional staff to define priorities, coverage and instruments for the Plan. A first "shell" of the Plan's framework and key components was discussed internally in the GAD Board and at an informal Gendernet meeting in March 2006.

The first draft of the Plan was sent to the GAD Board for comments in late April and presented to the Senior Level Advisory Group and to Gendernet in early May. Gendernet devoted a full half-day session to discuss and provide detailed comments on the Plan. This draft was also discussed with the Bank's External Gender Consultative Group (EGCG) at their regular meeting in mid-May. The EGCG members, representing civil society organizations from different world regions, spent several sessions discussing the Plan's draft with WB and IFC gender staff present at the meetings. A revised draft, the result of these different consultations, was sent to the OVPs for review in mid-June. This version incorporates the feedback from the virtual OVP review.

To be implemented, the Plan would need to fully engage civil society and private sector organizations in focus countries and obtain the commitment and buy-in from client governments. The tentative list of focus countries, based on extensive consultation with the Regions, assumes that there is government buy-in in these countries. The Plan's launch would include dialogue with governments and civil society as part of the final country selection process.

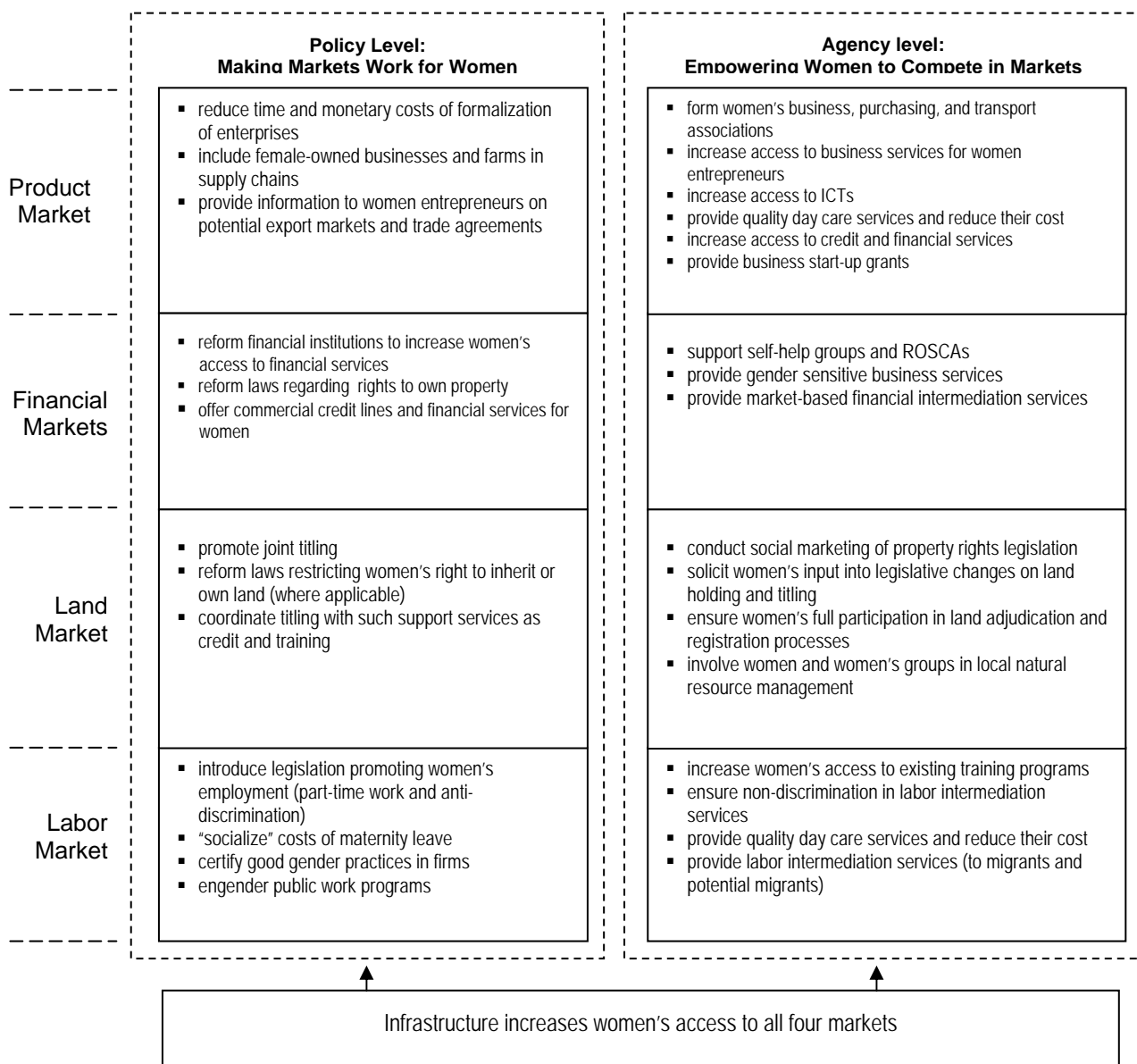
Framework

Economic empowerment is about *making markets work for women* (at the policy level) and *empowering women to compete in markets* (at the agency level).¹⁴ The Action Plan targets four key markets: land, labor, product, and financial, chosen because of their potential to produce rapid and sustained increases in women's productivity and incomes. The Plan identifies and implements policy measures to level the playing field and improve the policy and institutional environment for women in these four markets—including both formal and informal markets. It

¹⁴ As noted by Malhotra et al. (2002), human agency is a core concept in Amartya Sen's (1999) description of the development process as removing various "unfreedoms" that constrain individual choice. Agency refers to the ability to formulate strategic choices and to control resources and decisions that affect important life outcomes (Malhotra et al., 2002). Following the *2007 World Development Report*, we define agency more succinctly as "the ability to define goals and act on them." See Malhotra, Anju et al. 2002. "Measuring Women's Empowerment as a Variable in International Development." Background paper for the World Bank Workshop "Poverty and Gender: New Perspectives." Washington, D.C.: World Bank, and Sen, Amartya. 1999. *Development as Freedom*. Oxford: Oxford University Press.

does the same for agency-level measures to increase women’s ability to compete in these markets. Finally, it reduces transaction costs through infrastructure investments that increase women’s basic access to the four markets (Figure 1).¹⁵ Some of the Plan’s actions are implemented through the Bank Group’s operations and technical assistance, while others are executed by outside agencies.

Figure 1. Increasing Women’s Economic Empowerment: Examples of Policy and Agency Level Interventions in Key Markets



The common thread uniting the initiatives in Figure 1 is the potential to produce observable results in a reasonable time frame. In the financial markets, for example, reforming financial institutions to increase women’s access, increasing women’s ability to own property, and

¹⁵ Some of these interventions are focused solely on women, while some “general” interventions will benefit both women and men. In the case of general interventions, targeted measures may be needed to ensure that women participate and benefit.

establishing dedicated credit lines for female entrepreneurs are policy-level interventions that can all be expected to generate tangible impacts, often in a relatively short time frame. At the individual, agency level, support for self-help groups and rotating saving and credit associations (ROSCAs) and the provision of financial intermediation services can empower women to compete in financial markets.

For participation in all markets, interventions which increase the compatibility between women's productive and reproductive roles are key –such as access to quality child care and reproductive health services. Similarly, initiatives to improve infrastructure access can promote women's economic empowerment across all markets. For example, increasing women's ability to use various modes of transport would increase employability, allow women to interact with formal and informal credit market institutions, and provide easier access to markets for goods women produce.

There are proven interventions to empower women economically that the Action Plan does not address because of its emphasis on producing demonstrable results in a reasonable time frame. For instance, many agency-level interventions focusing on human capital variables (education, health, and labor market experience) and family, social, and cultural factors that affect women's access to and participation in these markets will increase women's economic empowerment—but they will do so in the medium and long term. Thus, they are not included as areas of direct intervention in this Plan.

Sound macroeconomic policy, responsive governance, a favorable business climate, and the openness and accountability of institutions also affect outcomes for women (and men), but they mostly operate beyond the influence of this Action Plan. Even so, the Plan can address some aspects of the enabling environment for working women—such as the ability of women's organizations to reach a scale and sophistication where they are capable of articulating and advocating policies to promote women's economic empowerment. For example, targeted support to women's business and advocacy groups can improve the enabling environment for working women by influencing trade policy and regulations, as well as by promoting accountability of government to citizens. Other key factors—such as policymakers' views on the desirability of increasing women's labor force participation—can be influenced by the Plan's analytical work.

Although the Action Plan is designed to jump-start activities and to deliver early results, it is also intended to have long-term sustainable effects on gender mainstreaming within the Bank and, more directly, on women. Women would benefit in the long-term if Action Plan activities result in program and policy changes that last. Sustainable impacts on gender mainstreaming would occur via the demonstration effect of concrete and replicable results, and by generating knowledge and building capacity at many levels inside and outside the Bank.

Overall Strategy

This Action Plan is predicated on delivering results. Results include intermediate as well as final outcomes; these results must be concrete and measurable. One particularly important result would be to ensure Bank Group and country support for actions to expand women's opportunities beyond the Plan's lifespan.

To increase the likelihood of obtaining concrete results, the Plan:

- Selects *focus* countries and tailors actions to country realities.
- Engenders existing Bank Group instruments directly relevant to empowering women economically (such as ICAs, CASSs, and PERs).
- Strengthens statistics on women's economic participation, essential for making their contributions to the economy visible and for measuring results.
- Undertakes targeted communications to foster partnerships, increase country ownership and improve project execution, and disseminate lessons learned.

Regional Priorities

As noted in the "Processes and Partners" section, this Action Plan was developed on the basis of extensive consultations with Bank staff, with particular emphasis on inputs from the Regions. The Action Plan adds value by intensifying ongoing regional work and by launching strategic new areas of work. Examples of regional work that would be launched or intensified under the Plan include:

1. *Africa*: Production of flagship policy report based on documentation of best practices in focus countries to strengthen women's contribution to shared growth. Investments in key economic sectors aimed at improving women's effective access to productive resources, with a focus on agriculture and private sector development. Expansion of the Region's Gender and Law work program to improve women's economic security and legal status.
2. *East Asia and the Pacific*: Research on women's migrant labor (both domestic and international), labor market policies, and the determinants of women's economic and political empowerment. Interventions to build the advocacy capacity of women's economic development networks. Establishment of a regional grant-making facility to strengthen these networks' capacity to influence development policy.
3. *Europe and Central Asia*: Research on gender and economic issues, including updating the World Bank flagship report on gender and transition and use of this research to influence country demand for gender-informed operations. Operational actions to increase the access of women entrepreneurs to commercial credit in Central Asia and other countries in the region.
4. *Latin America and the Caribbean*: Policy research to make the business case for engendering national development. Analytical work and technical assistance on labor markets, pensions, reform of labor legislation, property rights, and exercising of citizenship rights.
5. *Middle East and North Africa*: Operational and analytical work to advance the region's ongoing efforts to provide women with access to public resources, jobs and benefits, and assets through the following: i) gender and infrastructure, as it affects women's time use and access to the public sphere—and how this is reflected in public expenditures; ii) linkages

between formal and informal labor markets; and iii) analytical work on investment climate assessments and women’s role in the private sector.

6. *South Asia*: Policy research to understand the interaction between gender and other features of social exclusion. Development of a social inclusion framework through the preparation of joint gender, social, and poverty assessments.

Focus Countries

The Action Plan concentrates its activities in a relatively small number of focus countries in order to increase the likelihood of scaling-up actions and obtaining measurable impacts. The Regional Vice Presidents selected the initial list of preliminary focus countries. This list would be further honed based on the following criteria:

- Consistency with the Bank’s Country Assistance Strategies
- Synergy with ongoing analytical and operational World Bank Group work in-country
- Expressed demand by client countries
- Institutional capacity of potential executing agencies
- Potential synergy with ongoing or planned work of other multilaterals, donors and UN agencies

The final selection of focus countries would be made by the internal Bank Group Executive Committee for the Action Plan (see “Governance” section below). Regional Vice-Presidencies would be represented on the Executive Committee, and country directors or managers would be consulted. Regions would have the flexibility to periodically re-assess the viability of focus countries, and, if necessary, select alternative countries in response to changing circumstances. (See Table 1 for the preliminary list of focus countries.)

Table 1. Preliminary list of possible focus countries

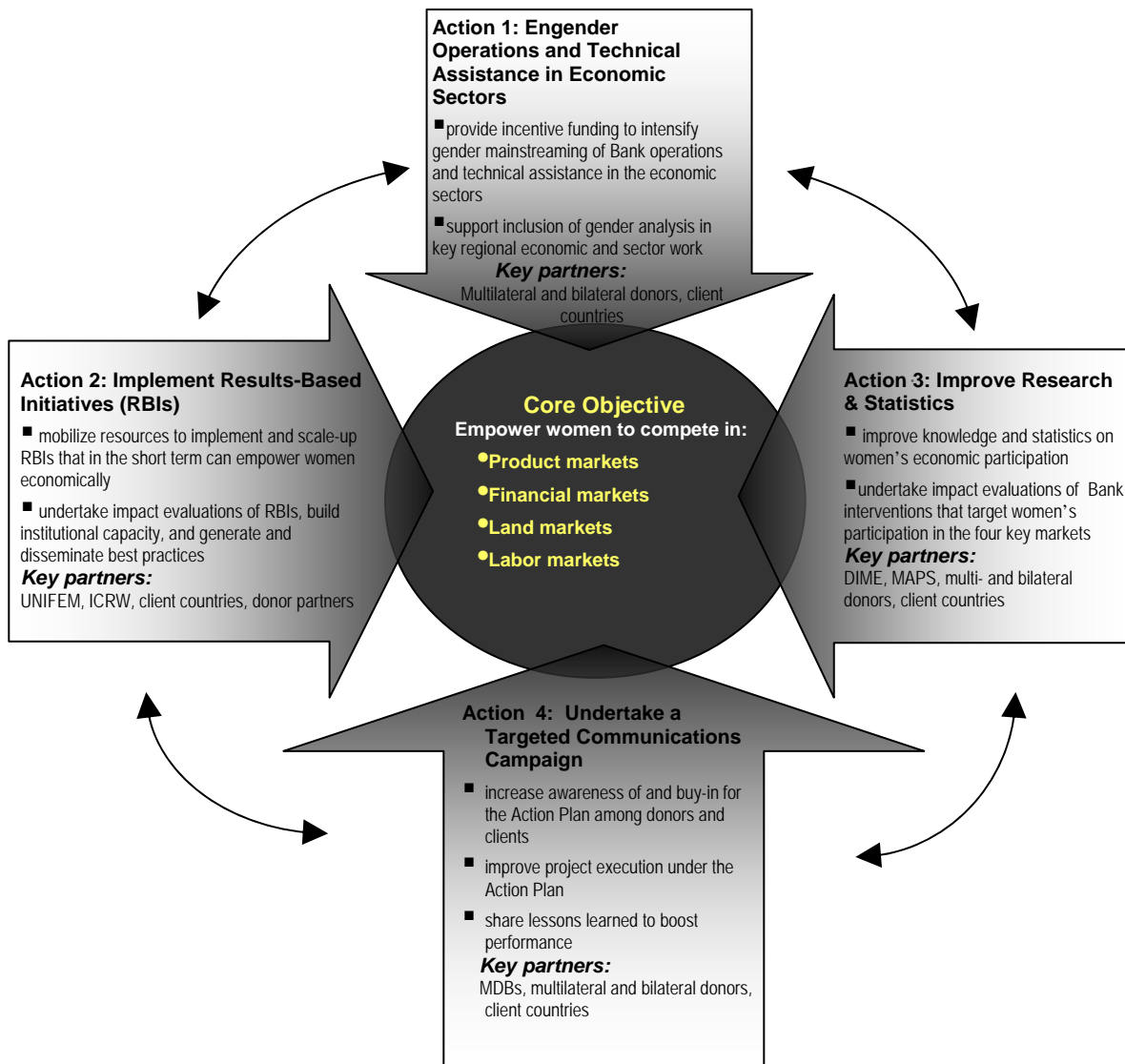
<i>Low-income countries</i>		<i>Fragile states</i>	<i>Middle-income countries</i>
• Afghanistan	• Mozambique	• Liberia	• Armenia
• Cambodia	• Niger	• Sierra Leone	• Chile
• Ethiopia	• Papua New Guinea	• Sudan	• China
• Ghana	• Senegal		• Egypt
• Honduras	• Tajikistan		• Guatemala
• Kenya	• Tanzania		• Indonesia
• Lao PDR	• Timor-Leste		• Morocco
• Malawi	• Uganda		• Nicaragua
• Mauritania	• Vietnam		• Philippines
• Mongolia	• Yemen		• Uruguay

Action Areas

The overall objective of the Action Plan is to advance women’s economic empowerment by enhancing women’s ability to participate in land, labor, financial, and product markets, thus promoting shared growth and accelerating the implementation of MDG3.

To address this objective, this Action Plan would commit the Bank Group to working in four action areas (Figure 2):

Figure 2. Four Action Areas to Address the Plan’s Objectives



- **Action 1:** Intensify gender mainstreaming in Bank and IFC operations and in key regional economic and sector work.
- **Action 2:** Mobilize resources to implement and scale up Results-Based Initiatives (RBIs) that empower women economically.

- **Action 3:** Improve knowledge and statistics on women’s economic participation and the relationship between gender equality, growth, and poverty reduction.
- **Action 4:** Undertake a targeted communications campaign to foster partnerships and improve project execution, emphasizing the centrality of women as economic actors for growth and poverty reduction.

The action areas are complementary. Research and RBIs feed into operations and vice versa, while communications is designed to facilitate the execution of RBIs and to disseminate research results and lessons learned. The activities identified for each action area are shown below; these are meant to be a menu of options from which Regions and Networks may choose the most appropriate activities, depending on available resources and regional priorities.

Action 1: Engender World Bank Group Operations and Economic and Sector Work

The Bank has made significant advances in engendering social sector operations. The knowledge and operational foundations are solid, and most lending is engendered. This is not the case with economic sector operations and technical assistance, where gaps in knowledge, analytical work and operations are significant. There are many untapped opportunities to intensify gender mainstreaming in sectors such as infrastructure and agriculture, where gender mainstreaming is lagging and the potential for demonstrable impacts on women’s economic empowerment—and on shared growth—is high.

Action 1 seeks to harness these strategic opportunities by intensifying gender mainstreaming in infrastructure (energy, transport, mining, ICT, and water and sanitation), agriculture, and financial sector operations, as well as policy operations (Development Policy Lending and Poverty Reduction Support Credits). This action also proposes to engender key ESW, such as investment climate assessments, and to produce integrated poverty, social and gender assessments. Main implementers of Action 1 would be the World Bank and the IFC (see Table 2).

Table 2. Action Area 1—World Bank Group commitments in operations and economic and sector work (ESW)

Specific objectives	Actions	Performance indicators	Main implementer(s)^a
Sector initiatives^b			
Intensify engendering of energy operations	<ul style="list-style-type: none"> • Strengthen gender focus of the Scaling-Up Energy Access Agenda 	<ul style="list-style-type: none"> • Improved gender focus of ESW and investment projects 	ESMAP, Regions
Intensify engendering of transport operations	<ul style="list-style-type: none"> • Mainstream or scale up and apply findings of analysis in infrastructure portfolios in at least two selected regions (requires up to 25 staff weeks per region) • Coordinate the update of existing knowledge bases of tools and good practice cases on gender and transport (10 staff weeks per year of activity) 	<ul style="list-style-type: none"> • Increase in the quality of Bank operations that apply the knowledge from the analytical pieces 	INF (TUDTR), Regions

Specific objectives	Actions	Performance indicators	Main implementer(s) ^a
	<ul style="list-style-type: none"> • Conduct rapid ex post impact evaluation of infrastructure investment in three countries that have established a strong policy environment for gender (15 staff weeks) 		
Intensify engendering cross-cutting infrastructure operations	<ul style="list-style-type: none"> • Produce an analytical think piece on using infrastructure sources to provide women with access to markets • Apply findings of analysis in infrastructure portfolios in selected countries 	<ul style="list-style-type: none"> • Increase in the number of ESW in infrastructure subsectors that conduct similar gender-based analysis • Increase in the number of Bank operations that apply the knowledge from the analytical pieces 	INF, Regions
Engender extractive industry (EI) operations	<ul style="list-style-type: none"> • Mainstream gender lessons about enhancing benefits and mitigating risks, based on work in Papua New Guinea and Poland mining, into EI operations, with an initial focus on 2–3 ongoing operations in Africa and Latin America • Develop a gender filter to assess gender-related risks and benefits in 1–2 new EI projects in fiscal 2007 	<ul style="list-style-type: none"> • Increase in number of EI projects that address gender-related risks and benefits 	COCIN/COCPO
Intensify engendering of water operations	<ul style="list-style-type: none"> • Engender two Country Water Resource Assistance Strategies • Engender two ESWs on water • Incorporate gender issues in project designs • Conduct a pilot research and capacity-building program on gender-inclusive Water Users' Associations 	<ul style="list-style-type: none"> • Increase in number of engendered Country Water Resource Assistance Strategies and ESW on water • Increase in number and quality of water-project designs that address gender differences 	WRMG, WSG , Regions
Intensify engendering of ICT operations	<ul style="list-style-type: none"> • Update tools and knowledge on gender and ICT by analyzing current lending portfolio (CITPO), investments (IFC), and grants (InfoDev) and enriching the existing “engendering ICT Toolkit” funded by GoJ and led by PREM and CITPO • Conduct ex ante impact analysis of ICT operations in selective countries (Vietnam, Algeria, Indonesia) to document the distribution of benefits and risks from addressing or not addressing gender issues 	<ul style="list-style-type: none"> • Increase gender-based indicators in new projects' pipeline • Include gender impact analysis in upcoming InfoDev projects evaluation • Include gender impact analysis in ICRs, spread awareness on findings through BBLs and clinics for GICT's TTLs. 	GICT
Intensify engendering of agriculture operations	<ul style="list-style-type: none"> • Build capacity for mainstreaming gender within land administration and reform projects • Develop joint work program on women's entrepreneurship, agroprocessing, agriculture business services, and trade 	<ul style="list-style-type: none"> • Increase in application of gender analysis in land administration and reform projects • Increase in number and quality of agriculture project designs that address gender differences 	GENRD, SASKI
Improve women's access to formal financial services through private banks	<ul style="list-style-type: none"> • Establish credit lines through commercial banks to benefit women entrepreneurs in 2 focus countries 	<ul style="list-style-type: none"> • Increase in the number of female entrepreneurs accessing formal credit in 2 focus countries 	IFC-GEM

Specific objectives	Actions	Performance indicators	Main implementer(s) ^a
	<ul style="list-style-type: none"> Establish commercial credit lines for women in other regions and countries Provide TA and capacity building for women entrepreneurs who are clients or potential clients of the banks 	<ul style="list-style-type: none"> Increase in the amount of available credit for women in focus countries Increase in numbers of women accessing credit in focus countries Increase in numbers of women receiving business development training 	
Economic and sector work (ESW)			
Engender the Africa Action Plan	<ul style="list-style-type: none"> Produce a flagship policy report based on good practices Identify and document good practices on women's economic empowerment in analytical and project work. 	<ul style="list-style-type: none"> Report produced More complete integration of gender into African PRSPs Increase the number of engendered operations in the Africa region 	AFR
Promote gender responsiveness in the private sector	<ul style="list-style-type: none"> Engender ICAs in 9 countries; 3 per year Undertake analytical work on gender and firm productivity, and female entrepreneurship Organize workshops with policymakers, private sector representatives, and labor leaders 	<ul style="list-style-type: none"> Increase in number of ICAs that address gender issues Increase in number and quality of Bank and country actions helping to support women workers and entrepreneurs as a result of capacity building activities and engendered ICAs 	IFC, Regions
Engender private sector development strategies	<ul style="list-style-type: none"> Undertake gender and growth assessments (GGA) in Tanzania, Ghana and 4 other countries Provide TA to implement GGA recommendations Produce paper on lessons learned 	<ul style="list-style-type: none"> Increase in number and quality of actions in support of women in Tanzania, Ghana, and other countries as result of GGAs Increase in numbers of women participating in and benefiting from private sector development projects 	IFC
Produce integrated country poverty, social, and gender assessments	<ul style="list-style-type: none"> Pilot frameworks on social assessment, poverty, and gender in 4–6 countries Produce learning tools on lessons learned Provide training to staff and country clients on integrated assessments 	<ul style="list-style-type: none"> Increase in incorporation of gender, poverty, and social issues in CASs and Bank operations Reduced duplication and increased harmonization of Bank actions across sectors 	SDV, Regions
Further the dialogue on policy reform, based on newly produced gender and poverty assessments	<ul style="list-style-type: none"> Organize learning events in countries in association with national partners 	<ul style="list-style-type: none"> Increase in capacity in client countries to integrate gender analytical work in policy dialogue and policy formulation 	SAR
Engender sector investment loans	<ul style="list-style-type: none"> Deepen the mainstreaming of gender in 2 sector investment loans in South Asia Document good practices and lessons learned 	<ul style="list-style-type: none"> Increase in resources benefiting women through sector loans Increase in number of women benefiting from sector investment loans 	SAR
Engender development policy lending	<ul style="list-style-type: none"> Commission analytical piece on opportunities and constraints to engender DPLs Pilot gender-informed and responsive DPL in focus countries 	<ul style="list-style-type: none"> Increase in number of gender-informed and responsive DPLs 	SDV, Regions

- a. Acronyms: AFR—Africa Region; COCIN—Investment Division (IFC Mining); COCPO—Policy Division IBRD Oil, Gas, and Mining; ESMAP—Energy Sector Management Assistance Programme; GENRD—Gender and Rural Development Thematic Group; GEM—Gender Entrepreneurship Markets; GICT—Global Information & Communication Technologies Department; IFC—International Finance Corporation; INF—Infrastructure; SAR—South Asia Region; SASKI—Sustainable Agricultural Systems and Knowledge Institution; SDV—Social Development Network; TUDTR—Transport Unit; WRMG—Water Resources Management Group; WSP—Water and Sanitation Program.

- b. Conditional upon additional resources for Action Plan.

Action 2: Mobilize Resources and Implement Results-Based Initiatives and Other Innovative Actions

With support from the Development Grant Facility (DGF), this action funds results-based initiatives in low income countries and fragile states. Results-Based Initiatives (RBIs) are interventions that can increase women’s economic empowerment within a reasonable time frame and at relatively low cost by leveling the playing field for women in markets (policy-level interventions) or increasing women’s ability to access and compete in markets (agency-level interventions). RBI activities can be stand-alone initiatives or components of larger operations. (See Box 1 for examples of RBIs.)

Box 1: Examples of Results-Based Initiatives

At the policy level:

- **Policy reforms** such as agricultural policy changes affecting women’s crops or women’s access to land titling programs.
- **Promotion of female labor force participation** such as providing incentives to private firms to design on-the-job training programs for women or improvement in government intermediation systems.
- **Affirmative action and preferential programs** such as dedicated lines of credit for small businesses owned by women and provision of information on export opportunities to women entrepreneurs.

At the agency level:

- **Low-cost renewable energy provision and services for rural** women to promote off-farm employment.
- **Strengthening women’s groups** to facilitate formation of farmers’ cooperatives, water user associations, or export business associations.

Specific characteristics of RBIs include demonstrated success in multiple contexts and financial sustainability. Key selection criteria for selection of RBIs include:

- Likelihood of generating timely results to catalyze gender mainstreaming in strategic sectors.
- Potential for scaling up and integration into future policy and investments.

Since the initial RBIs would be funded with a DGF grant, they are subject to the DGF requirement that activities be executed by an outside agency. The United Nations Development Fund for Women (UNIFEM) would execute this component, and the International Center for Research on Women (ICRW) would design and conduct the evaluations.^{16,17} Additional non-DGF funding for Action 2 would allow Bank staff to design and execute RBIs. All RBIs would be developed in consultation with regions and country teams, and lessons learned would feed back into Bank country programs for replication or scaling up. (See Table 3 for a summary description of this action.)

¹⁶ UNIFEM and ICRW were chosen after careful canvassing of potential organizations that have gender equality as their main mandate and have both international coverage and implementation capacity.

¹⁷ UNIFEM would supervise local government and civil society agencies and consultants implementing these Results-Based Initiatives. It would function as a capacity-building partner for “coaching” the local implementing agencies to deliver high-quality results in a timely manner.

Table 3. Action Area 2—World Bank commitments for Results-Based Initiatives

Specific objectives	Actions	Performance indicators	Implementer(s) ^a
Enhance women’s economic access and empowerment in focus countries	<ul style="list-style-type: none"> • Identify RBIs at both policy and agency levels • Design, appraise, and implement approximately 18 RBIs in focus countries. • Develop in-country networks, build their capacity to implement, scale up, and evaluate RBIs • Conduct impact evaluations • Write and disseminate best practice notes 	In focus countries: <ul style="list-style-type: none"> • Increase in policies facilitating women’s economic participation and access to markets • Increase in national budgets assigned to supporting women’s economic activities • Improvements in employment, earnings, and productivity of women clients of RBIs 	UNIFEM, ICRW

a. Acronyms: ICRW—International Center for Research on Women; UNIFEM—United Nations Development Fund for Women.

Action 3: Improve Knowledge and Statistics on Women’s Economic Empowerment

World Bank policy research commitments

The 2006 *World Development Report* observed that equity and prosperity are complementary: market failures in key markets mean that resources are not allocated where returns are highest, and many of these market failures are gender related. Making key markets work in more gender-equitable ways can significantly raise women’s productivity and incomes and contribute to economic growth.

If this Action Plan is to make markets work for women, the Bank must have the analytical knowledge about existing market failures and other factors that inhibit women’s economic empowerment (Table 4a). Research must also identify the interventions most effective in removing these barriers. Action 3 proposes to improve the Bank’s knowledge in these areas.

A first research stream would focus on the macro links between gender equality and growth and on the micro foundations of such growth. A second research stream would examine the impact of policy reform on women’s and men’s welfare, as well as design and conduct impact evaluations of Bank projects that potentially affect women’s economic empowerment, focusing on the key markets: land, labor, product, and financial. This research program would be carried out by Bank and non-Bank researchers, including research institutes in developing countries. Proposals would be reviewed by a selection committee using clear selection criteria to ensure transparency and accountability. This activity would be executed by DEC and PREM.

Table 4a. Action Area 3—World Bank Group commitments in policy research on women’s economic empowerment

Specific objectives	Actions	Performance indicators	Main implementer(s) ^a
Increase the number of engendered impact evaluations of Bank operations	<ul style="list-style-type: none"> • Support DIME impact evaluation initiative to evaluate impact of Bank projects on women in key markets (land, labor, product, financial credit) (three impact evaluations in Year 1, followed by six more in subsequent years) 	<ul style="list-style-type: none"> • Increased number of evaluations of Bank projects that measure gendered impacts 	DIME, PRMGE

Specific objectives	Actions	Performance indicators	Main implementer(s) ^a
Promote the understanding of the links between gender inequality and shared growth, and enhance the understanding of the gender-differentiated impacts of policy reforms and of Bank operations	<ul style="list-style-type: none"> • Research on micro foundations of gender equity and growth • Research on the macro links between gender equality and growth and explore the microfoundations of this growth • Create incentive fund to “top-off” existing research funding within Bank for research projects that incorporate additional gender analysis • Fund for extra-mural research on economic empowerment of women • Conduct series of regional studies on impact of reform initiatives on women’s welfare • Update ECA study on impact of transition on women • Synthesize and disseminate results of impact evaluations 	<ul style="list-style-type: none"> • Increase in number of analytical studies focused on gender and growth • Use of research on gender and growth in formulating World Bank country assistance • Use of research to inform national priorities and policies • Increase in number of regional studies focused on impact of reform initiatives on women’s welfare • Use of research in formulating World Bank country assistance • Use of research to inform national priorities and policies 	DECRG, PREM, Regional PREM sector units

a. Acronyms: DECRG—Development Research Group; DIME—Development Impact Evaluation; PREM—Poverty Reduction and Economic Management Network; PRMGE—PREM Gender and Development Unit.

World Bank commitments to improve sex-disaggregated statistics

In the last 20 years, gender statistics programs have been built into national statistical offices and other statistical departments, and there is greater awareness of the importance of sex-disaggregated analysis for policy formulation and monitoring.¹⁸ These programs, however, have often been confined to the collection and dissemination of social and demographic statistics. Data capturing women’s economic participation are notably weak; a key example is the lack of comparable cross-country data on women’s earnings and the extent of women’s participation in informal employment. Many indicators are relatively easy to measure in principle (for example, gender wage differentials in formal employment), while others require more effort to define and measure (for example, gender differences in informal sector earnings and productivity). In sum, a key challenge in promoting gender equality and women’s economic empowerment is the poor quality and limited availability of sex-disaggregated statistics.¹⁹

Action 3 would also use the Development Grant Facility and other resources to improve the collection and use of sex-disaggregated statistics—especially those related to women’s economic empowerment and opportunities—by building capacity for data collection, reporting, and analysis in focus countries (Table 4b). The Development Economics (DEC) Data Group would lead the work to improve gender statistics in the Bank Group, in coordination with other partners inside and outside the Bank.²⁰

¹⁸ See, for example, GenderStats, an electronic database of gender statistics and indicators for all countries: <http://devdata.worldbank.org/genderstats/home.asp>.

¹⁹ Millennium Project. 2003. *Promises to Keep: Achieving Gender Equality and the Empowerment of Women*. Background Paper of the Task Force on Education and Gender Equality.

²⁰ In particular, DECDG would work with the International Labor Organization and UNECE to support efforts to collect more and better sex disaggregated and gender relevant statistics within and outside the Bank.

Table 4b. Action Area 3—World Bank Group commitments in sex-disaggregated statistics

Specific objectives	Actions	Performance indicators	Main implementer(s) ^a
Enhanced capacity among ECA countries to collect, report, analyze, and use sex-disaggregated data	<ul style="list-style-type: none"> • Develop a critical mass of national trainers • Improve sensitization of users and statisticians to the production, use, and updating of gender statistics • Improve availability and quality of data in areas where gaps exist • Use emerging data to raise awareness among regional policymakers about gender disparities 	<ul style="list-style-type: none"> • At least four ECA countries with sex-disaggregated national statistical systems that routinely collect, analyze, and report by sex all individual-level statistics 	UNECE, UNDP, WBIPR DECDG
Promote national statistical offices' capacity to collect, process, analyze, and disseminate sex-disaggregated employment statistics	<ul style="list-style-type: none"> • Identify and select focus countries and provide them with staff training and technical supervision • Make the sex-disaggregated data widely available 	<ul style="list-style-type: none"> • Sex-disaggregated data on employment available and updated for at least four additional countries each year 	ILO Statistics Bureau DECDG
Engender Bank-sponsored surveys and other large national surveys, (such as LSMS, ICS, DHS, and Doing Business)	<ul style="list-style-type: none"> • Identify gaps in Bank-sponsored and other surveys, such as DHSs • Provide technical assistance to survey teams to collect and use sex-disaggregated data • Prepare and disseminate learning tools to integrate gender into surveys • Design and improve infrastructure sector modules 	<ul style="list-style-type: none"> • Bank-sponsored surveys and other large national-level surveys regularly integrate gender issues and sex-disaggregate all individual-level data 	DECDG
Build wider capacity within the World Bank to collect, report, analyze, and use sex-disaggregated and gender-relevant data	<ul style="list-style-type: none"> • Integrate gender issues into select training programs • Design and deliver self-sustaining course for World Bank and IFC staff on reporting, analyzing, and using sex-disaggregated information 	<ul style="list-style-type: none"> • World Bank and IFC staff working on economic data routinely collect, report, analyze, and use sex-disaggregated statistics on economic opportunities 	DECDG
Develop new ways to measure and capture gender disparities in the economy	<p>Possible initiatives:</p> <ul style="list-style-type: none"> • ILO-led task group on improving informal work indicators in Africa • Economic report on gender indicators for middle-income countries • Luxemburg Income Study program to compile more gender indicators for middle-income developing countries 	<ul style="list-style-type: none"> • To be determined later as partnerships evolve 	DECDG ILO

a. Acronyms: DECDG—Development Data Group; ILO—International Labor Organization; UNDP—United Nations Development Programme; UNECE—United Nations Economic Commission for Europe, WBIPR—World Bank Institute Poverty Reduction and Economic Management Division.

Action 4: Undertake Targeted Communications Campaign and Training to Build Partnerships on the Importance of Women's Economic Contributions and Execute the Action Plan

The communications and training strategy is designed to build partnerships with donors, international organizations, and the World Bank Group's client countries to implement the Action Plan; support the Action Plan's execution by fostering national and local ownership of the

Plan; share lessons learned and outcomes from the Plan’s initiatives; and increase the capacity of Bank Group staff to engender economic sector operations. Main executors of Action 4 would be External Affairs (EXT) and the World Bank Institute, in close collaboration with the implementers of the first three action areas. See Table 5 for detailed actions and performance indicators for this component.

Table 5. Action Area 4—Undertake targeted communications campaign and staff training

Specific objectives	Actions	Performance indicators	Main implementer(s) ^a
Build partnerships			
Increase awareness of the Action Plan	<ul style="list-style-type: none"> Partner with donor countries in public launch of the Action Plan Recruit champions to speak on behalf of Plan NGO outreach by select EGCG members Disseminate results of Plan to key clients 	<ul style="list-style-type: none"> Partnerships established with donor and client countries Increased awareness in international community of Action Plan Donors more aware of need to fund bilateral and NGO interventions on behalf of women’s economic participation 	EXT/PRMGE
Inform the broader community of Bank staff about the Action Plan	<ul style="list-style-type: none"> Prepare announcements for internal web site: article in <i>Today</i>, posting on <i>Kiosk</i> Post information and news articles on results of RBIs and research, lessons learned on internal web sites Prepare and disseminate briefing notes on the Plan’s research, statistical work, and on-the-ground results 	<ul style="list-style-type: none"> Bank awareness of Action Plan and of priority Bank places on Action Plan increases Increased understanding about importance of women’s economic participation Increased incorporation of Action Plan objectives into regional Bank priorities 	EXT/PRMGE
Raise awareness of the importance of women’s economic empowerment	<ul style="list-style-type: none"> Organize sessions and report on Action Plan research and results at international economic forums President Wolfowitz raises these issues and Bank Action Plan at international meetings Regularly brief international economic press on women’s economic participation issues and Action Plan results Brief media regularly in RBI countries on issues and results of Action Plan Publish and disseminate brochures on RBI lessons learned 	<ul style="list-style-type: none"> Awareness grows in international community of importance of women’s economic participation Articles and mentions in international media on the issue and Action Plan results and learning Articles in client country press and interviews or mentions in media 	PRMVP PRMGE
Execute the Action Plan			
Improve project execution by incorporating stakeholder inputs and increasing their commitment to Action Plan	<ul style="list-style-type: none"> Organize stakeholder dialogues and workshops to discuss benefits, barriers, goals, and roles Prepare and disseminate materials for executing agencies in focus countries 	<ul style="list-style-type: none"> Actions successfully implemented Increased participation of government’s and women’s groups in Plan’s activities 	EXT ICRW, UNIFEM
Collect and disseminate lessons learned	<ul style="list-style-type: none"> Execute structured lesson learned debriefings in tandem with 100-day mark workshops and semi-annually thereafter Prepare lessons learned report for Bank and post synopses and profiles on Bank web sites 	<ul style="list-style-type: none"> Increase in the number of development partners/clients knowledgeable about the lessons learned from the Action Plan implementation 	EXT ICRW, UNIFEM

Specific objectives	Actions	Performance indicators	Main implementer(s) ^a
	<ul style="list-style-type: none"> Prepare and disseminate a collection of lessons learned to donors, client country ministers, Bank country directors and managers, UN agencies, and NGOs 		
Training			
Train World Bank Group Staff to engender Bank economic sector operations	<ul style="list-style-type: none"> Organize training for Bank staff Train task teams on engendering operations Finance developmental assignments 	<ul style="list-style-type: none"> Bank staff from networks and operating regions trained Developmental assignments undertaken Trained staff participate in task teams developing economic sector operations 	Regions, WBI

a. Acronyms: EXT—external affairs; ICRW—International Center for Research on Women; PRMGE—PREM Gender and Development Unit; PRMVP—PREM Vice President; UNIFEM—United Nations Development Fund for Women, WBI—World Bank Institute.

Expected Results

The expected results are as follows:

- **For Action 1 to engender operations:** A significant increase in attention to and action on gender issues in the full range of the World Bank Group’s operational work (e.g., lending instruments and policy-based analytical and advisory work) in the economic sectors.

Performance indicators include:

- Increased percentage of operations in agriculture, transport, energy, water, mining, and private sector development with highly satisfactory gender mainstreaming.
- Increased number of gender-informed development policy loans.
- Increased number of investment climate assessments and gender and growth assessments.
- Reduced duplication and increased harmonization of Bank actions through integrated poverty, gender, and social assessments.
- Increased number of commercial credit lines for women and numbers of women accessing loans through commercial banks (through IFC lending).

- **For Action 2 to implement Results-Based Initiatives:** Improvements in policies and programs in focus countries that enhance women’s access to economic resources and their participation in markets.

Performance indicators include:

- A set of interventions to increase women’s economic empowerment with measurable results.
- Increased capacity of local agencies, including NGOs, in focus countries.
- Increased number and quality of national and local policies and programs facilitating women’s economic participation and access to markets (financial, land, labor, and product).

- Incorporation of lessons learned from pilot experiences in Bank Group operations.
- **For Action 3 to improve research and statistics:** A growing body of knowledge and greater research capacity in countries on the links between gender, poverty reduction, and growth. Greater use of this knowledge and research to inform policies and programs. Increased number of evaluations of Bank Group projects that measure the impact of interventions on gender equality.

Performance indicators include:

- Increased number of sex-disaggregated impact evaluations of Bank interventions.
 - Greater understanding of the gender-differentiated effects of policy reforms.
 - Greater understanding of the determinants of women's economic empowerment.
 - Increased in-country capacity to collect and analyze sex-disaggregated statistics, and improved quality and availability of sex-disaggregated labor force and employment data.
- **For Action 4 to target communications and training:** A sharper focus in client countries on supporting women's economic activities, improved project execution through increased country and local ownership, greater harmonization of donor support for the economic empowerment of women, and increased WBG staff capacity to engender operations.

Performance indicators include:

- Partnerships established to implement the Action Plan.
- Stakeholder input into and buy-in for the Plan.
- Increased alignment of the Plan with Bank regional priorities.
- Increased awareness by policy makers of importance of women's economic participation.
- Increase the number of World Bank staff in sectors and regions with skills to engender operations.

Results of the Plan would be measured at three different levels: i) results of individual initiatives funded; ii) aggregate results of the Plan; and iii) ongoing monitoring of the Bank's gender mainstreaming strategy to assess whether the Plan's implementation accelerates progress in attaining the strategy's goals.

Monitoring and Evaluation

The objective of the monitoring and evaluation system would be to contribute to the Plan's smooth implementation and to the replication and scaling up of its most successful initiatives.

Elements of the monitoring and evaluation plan

- Tracking the activities and measuring their results (inputs, process, and outputs), and providing feedback to the Plan's implementers in order to improve their performance.
- Producing baseline assessments of the situation before the Plan starts and assessing progress on the outcome or performance indicators for each action area (defined in the tables above).

- Undertaking a mid-term review to ensure that the Plan is on course and meeting its objectives (to be submitted to the Executive Committee and the Advisory Group).
- Identifying and assessing the impact of the Plan’s actions on the Bank’s operational and analytical work, *i.e.*, changes in the way the Bank does its work.
- Assessing the impact of the Plan’s actions on women’s economic empowerment in client countries, focusing particularly on the Results-Based Initiatives.

Responsibilities for conducting the monitoring and evaluation work

- Each action area implementer would be responsible for developing monitoring mechanisms, producing the baseline assessment, and compiling the results in an annual progress monitoring report.
- PRMGE would compile the annual progress reports into an integrated report to be disseminated widely, and would take the lead in producing the final assessment.
- The International Center for Research on Women (ICRW) would supervise in-country impact evaluations of the Results-Based Initiatives in action area 2.
- As part of action area 3, targeted impact evaluations would be carried out in partnership with regional Bank staff involved in impact evaluation and the Development Impact Evaluation Initiative (DIME).
- An assessment at the end of the Action Plan’s implementation would help determine whether the Plan’s timeframe needs to be extended, as well as which initiatives and activities should be replicated or scaled up. The Bank’s Independent Evaluation Group (IEG) and Quality Assurance Group (QAG) would be asked for technical assistance in designing and carrying out the final assessment.

Governance

An internal Bank Group Executive Committee would oversee the Plan. It would consist of 6-8 members representing the Regions, Operational Policy and Country Services (OPCS), the Legal Department (LEGVP), the International Finance Corporation (IFC), and the Poverty Reduction and Economic Management (PREM) Network. The Director of PRMGE would chair the Committee. The Committee would be guided by an Advisory Council of 8–10 members; the Advisory Council would be comprised of donor agencies, the EGCG, representatives of the GAD Board, and senior Bank staff. PRMGE would function as the secretariat for the Action Plan following the instructions approved by the Executive Committee. The figure in Annex 2 illustrates the proposed governance and accountability framework for the Action Plan.

Human Resources and Financing

The successful implementation of this Action Plan would depend on addressing two major World Bank Group constraints: staffing and financial resources. Full and successful implementation of the Plan would require both increased staff expertise and additional funds.²¹

²¹ In addition to these WBG constraints, the Plan would address three common constraints in client countries: lack of institutional capacity, duplication of donor efforts and insufficient demand for gender-informed actions. Institutional capacity would be increased by employing a results-oriented, “learning-by-doing-with-monitoring” approach to implementation; duplication would be minimized by seeking to harmonize donor actions in focus countries; and client demand would be fostered by undertaking a targeted communications campaign.

Human Resources

The staffing challenge is the small number of regional staff with both sector and gender analytical skills. Staffing constraints would be addressed in two ways: by training staff to build up their analytical capacity in gender issues, and by hiring qualified consultants and making them available on demand to sector and regional departments.

Preliminary consultation with the regions and networks revealed substantial interest in training related to Action 1 activities, primarily in sectoral gender issues (e.g., energy, transport, ICT, agriculture and legal aspects of operations) and in engendering key ESW. Training would include short-term courses and longer-term developmental assignments. Because past experience with short term training on gender issues in development agencies has not yielded very good results to-date, this short term training would be customized around sectors and task teams. The Plan, however, would favor longer term training through developmental assignments for sector and regional staff assigned to work on gender issues for a period of three to nine months on average. The training plan would begin with a needs assessment with regional and network staff.

The training plan and the Action Plan itself are mutually reinforcing: while training of staff would help ensure successful implementation of the Action Plan, the Plan also would produce analytical outputs that can be used to train staff. The very nature of the Action Plan –with an emphasis on results and learning-by-doing –would promote learning.

Financing

The implementation of the Gender Action Plan will require an increased level of effort and a commensurate level of resources. Within the Bank, additional resources to undertake critical aspects of the Plan can be secured from additional incremental resources as well as from budget reallocations. Incremental funding would be used as an incentive to trigger Regional reallocations.

As with other initiatives, the initial level of resources committed would be important to demonstrate that measurable results are achievable and to accelerate the implementation of the plan. Clearly, the more ambitious the effort, the greater the amount of resources needed.

The full implementation of the Action Plan over the FY07-FY10 period is expected to cost \$24.5 million. Preliminary estimates indicate that this cost can be equally shared between the Bank and interested donors. Norway, in particular, has expressed an interest in funding approximately one-third of the required expenditures; additional commitments are possible from other interested donor countries.

The Bank has already made an initial down-payment of resources through the DGF, and a proposal for incremental funding to kick-start the program has been prepared for senior management. Funding would be designed so as to maximize the resources available to the Regions and with a clear understanding that both the Bank and donors wish to see financial leverage from their contributions. Further concrete support for the Gender Action Plan would be solicited in the coming months so that the Plan can put into action by early calendar year 2007.

Next Steps

The next steps include:

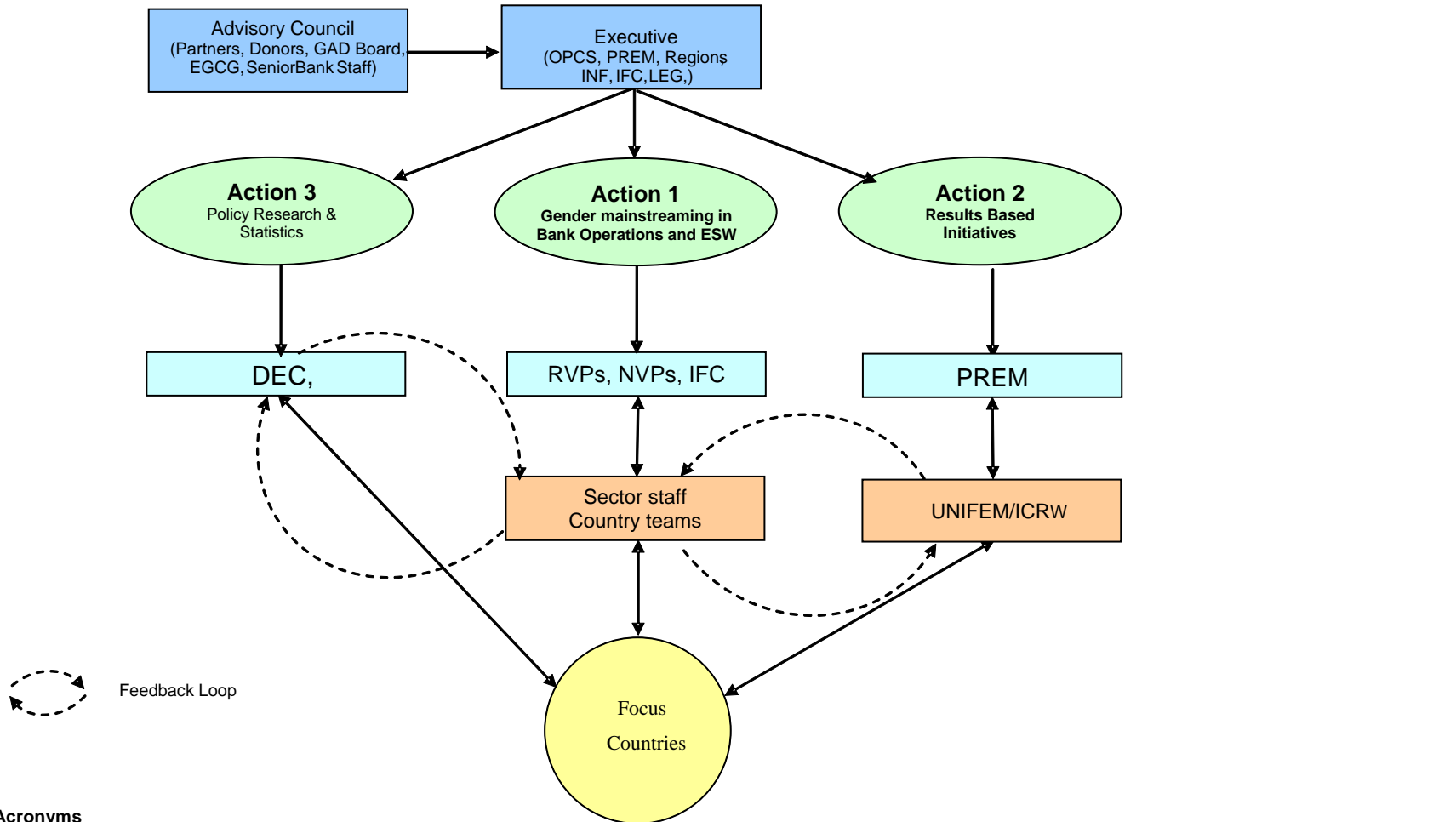
- Sharing the Action Plan with donor agencies, both bilaterally and through the OECD/DAC Gendernet, and seeking donor partnerships.
- Setting up the executing and advisory bodies to implement the Action Plan (Annex 2) and approving guidelines for implementation and funding mechanisms.
- Making the final selection of focus countries (preliminary list of possible focus countries, page 8).
- Launching Action 2 (the RBIs) with outside partners, and launching Actions 1 and 3 with buy-in from the Regions and other Networks, in the form of proposed actions and matching resources.
- Implementing the Action Plan in close consultation with the Regions, Networks, governments, CSOs, and the private sector to ensure that this is a demand-driven initiative.

Annex 1: List of individuals consulted

Senior Level Advisory Group	
Nisha Agrawal	Country Manager, World Bank Office in Cambodia, East Asia and the Pacific Region
Junaid Ahmad	Sector Manager, Environment and Social Unit, South Asia Region
Shaida Badiee	Director, Development Data Group, Development Economics
Shanta Devarajan	Chief Economist, Office of the Vice President, South Asia Region
Annette Dixon	Director, Strategy and Operations, Europe and Central Asia Region; and Acting Director, World Bank Office in Almaty
Ariel Fiszbein	Lead Economist, Development Economics
Rachel Kyte	Director, Environmental and Social Development, IFC
Dominique Lallement	Adviser, Energy Sector Management Assistance Program, EWDES
Ernesto May	Sector Director, PREM, Latin America and Caribbean Region
Mustapha Nabli	Chief Economist and Sector Director, Social and Economic Development Group, and Social Development Group, Middle East and North Africa Region
Maryvonne Plessis-Fraissard	Director, Transport and Urban Development Office, TUDDR
Ian Porter	Country Director, World Bank Office in Thailand, East Asia and the Pacific Region
Sudhir Shetty	Sector Director, PREM, Africa Region
Susan Stout	Manager, Operations Policy and Country Services Results Secretariat, OPCRX
Andrew Vorkink	Country Director, Director of Strategy and Operations, World Bank Office in Ankara, Turkey, Europe and Central Asia Region
GENDERNET	
Laurent Aventin	Program Officer, Ministry of Foreign Affairs, France
Prudence Woodford-Berger	Special Adviser, Ministry for Foreign Affairs, Sweden
Katherine Blakeslee	Director, Office of Women in Development, Bureau for Economic Growth, Agriculture and Trade, US Agency for International Development.
Richard Carey	Deputy Director, Development Co-operation Directorate, OECD
Andrea Cook	Senior Adviser on Gender and Rights, Department for International Development (DFID), United Kingdom
Dorthea Damkjaer	Special Adviser, International Gender Issues, Danish Ministry of Foreign Affairs (DANIDA)
Simone Filippini	Head of the Gender and Sexual and Reproductive Health and Rights Division, Ministry of Foreign Affairs, the Netherlands
Fionnuala Gilsean	Senior Development Specialist, Irish Aid
Brigitte Holzner	Gender Adviser, Austrian Development Agency, Austria
Angela Lagenkamp	Senior Policy Adviser, Federal Ministry for Economic Co-operation and Development (BMZ), Germany
Satu Lassila	Socio-Economic and Gender Adviser, Ministry for Foreign Affairs, Finland
Shireen Lateef	Director – Social Sectors, Asian Development Bank
Milena Mihajlovic	Gender Adviser, Swiss Agency for Development and Cooperation, Switzerland
Patricia McCullagh	A/Director, Gender Equality Division, Canadian International Development Agency (CIDA)
Rocio Munoz Rufo	Technical Assistant, Ministry of Foreign Affairs, Spain
Eva Nauckhoff	Senior Gender Adviser, Swedish International Development Cooperation (SIDA)
Lina Neeb	Gender Adviser, Directorate-General for Development Co-operation, Belgium
Patricia O'Neill	DAC Network on Gender Equality, OECD
Kate Nethercott	Manager, Gender Unit, AusAID, Australia
Maggie Paterson	Gender Adviser, NZAID, New Zealand
Yumiko Tanaka	Senior Adviser on Gender, JICA, Japan

To Tjoelker	Deputy Head of Gender Unit, Ministry of Foreign Affairs, the Netherlands
Alexandra Trzeciak-Duval	Head, Policy Co-ordination Division, OECD
Gabriela Vega	Chief, Gender Equality in Development, Inter-American Development Bank
Guro Vikor	Ambassador for Women's Right and Gender Equality, Norwegian Ministry of Foreign Affairs, Royal Ministry of Foreign Affairs
Chu-Sok Yoon	Second Secretary, Permanent OECD Delegation, Korea
World Bank External Gender Consultative Group (EGCG)	
Suzanne Kindervatter	Director, Commission on the Advancement of Women, American Council for Voluntary International Action (InterAction)
Kinga Lohman	Executive Director, Karat Coalition (Poland)
Ruvimbo Mabeza-Chimedza	Professor of Agricultural Economics, University of Zimbabwe
Remedios Rikken	Director of Operations, Center for Asia-Pacific Women in Politics (CAPWIP)
Rosalba Todaro	Researcher, Women's Studies Center (Chile)
Savithri Wijesekera	Executive Director, Women in Need (Sri Lanka)
Mona Zulficar	Chair of EGCG, Senior Partner and Chairperson Executive Committee, Shalakany Law Office (Egypt)

Annex 2: Proposed implementation arrangements for the Action Plan



Acronyms

DEC	Development Economics	LEG	Legal Department	RVP	Regional Vice President
EGCG	External Gender Consultative Group	NVP	Network Vice President	UNIFEM	United Nations Development Fund for Women
ICRW	International Center for Research on Women	OPCS	Operations Policy and Country Services		
IFC	International Finance Corporation	PREM	Poverty Reduction and Economic Management		

Note: Action 4 would be executed by External Affairs in collaboration with the executors of Actions 1, 2 and 3.