

WORLD BANK GROUP

Promoting Gender Equality to Reduce Poverty and Boost Shared Prosperity



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CONCEPT NOTE

World Bank Group Gender Strategy (FY16-21) Promoting Gender Equality to Reduce Poverty and Boost Shared Prosperity

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With this Concept Note, the World Bank Group (WBG) is proposing to develop a new gender strategy to address how the institution can support client countries and companies to achieve greater gender equality as a key pathway to ensure lasting poverty reduction and shared security and prosperity.

A new strategy would help to build on past achievements and raise the bar on gender equality by focusing on practical approaches the public and private sectors can take to alleviate the differential constraints for poor women and men. It will develop a strategic approach that leverages the WBG's expertise and broad menu of services to deliver gender-smart solutions in policy dialogues and operations. This note outlines the global and institutional context, explains the rationale and objectives of the strategy and outlines the parameters of the strategy development process.

To help shape WBG thinking on the future strategy, consultations worldwide from late April through early July 2015 are planned to seek stakeholders' input on country and regional perspectives, global lessons learned and good practices to reduce key gender gaps and alleviate barriers to economic participation.

I. GENDER EQUALITY IS CENTRAL TO POVERTY REDUCTION AND INCLUSIVE GROWTH

“When countries value girls and women as much as boys and men; when they invest in their health, education, and skills training; when they give women greater opportunities to participate in the economy, manage incomes, own and run businesses--the benefits extend far beyond individual girls and women to their children and families, to their communities, to societies and economies at large.”

- Jim Yong Kim, World Bank Group President

“... Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance.”

- Kofi Annan, Former Secretary-General of the United Nations

1. Gender equality is a core development objective in its own right, and it is also smart development policy and practice. No society can develop sustainably without increasing and transforming the distribution of opportunities, resources, and choices for males and females so that they have equal power to shape their own lives and contribute to their families, communities, and countries. Economies are more likely to grow sustainably when men and women fully participate as employees, entrepreneurs, consumers, community stakeholders and leaders. A robust evidence base now shows that greater gender equality and diversity can enhance productivity, improve development outcomes for the next generation, and allow businesses and institutions to perform better.
2. Public policies and actions can close gender gaps and create a better environment for tackling adverse gender norms and ending discrimination against women and girls. The private sector plays a critical role, through creating jobs and economic opportunities such as access to capital or technology for women. Private and public sector actors can form powerful partnerships to support women's entrepreneurship, employment and access to broader services that offset gender-specific constraints.
3. Significant progress has been made over the past two decades to raise living standards and close gaps between males and females, especially in key areas like education (primary school enrollment), yet, critical gaps persist in economic opportunity as well as voice and agency of women and girls. Continued, stronger and better-resourced efforts are needed to address gender inequalities in access to more and better jobs, as well as control over and ownership of productive assets. This, in turn requires overcoming a complex set of inter-related challenges, including reducing human capital and technology gaps; reducing women's disproportionate responsibility for unpaid work and care; eliminating legal discrimination; and reducing the prevalence of gender-based violence.
4. The Bank Group itself has made important strides in the past two decades in contributing to gender equality. It now has an extensive program of country-level and global analytic work (including, notably, the *World Development Report 2012: Gender Equality and Development* and regional companion reports). Many more operations have analyzed gender disparities at the time of project

preparation, built in specific activities to reduce gaps and included gender indicators in the results framework. The Bank Group is now recognized as a world leader in Gender and Development.

5. **Put simply, the Gender Strategy aims to build on these achievements and raise the bar on gender equality, which is a key pathway to ensuring lasting poverty reduction and shared prosperity.** The strategy will be directed at maximizing the impact of WBG efforts to support more equitable outcomes between men and women, especially the poorest, in terms of access to socio-economic opportunities, as well as steering Bank Group activities and monitoring of projects towards results on the ground.¹

II. WHY A NEW STRATEGY?

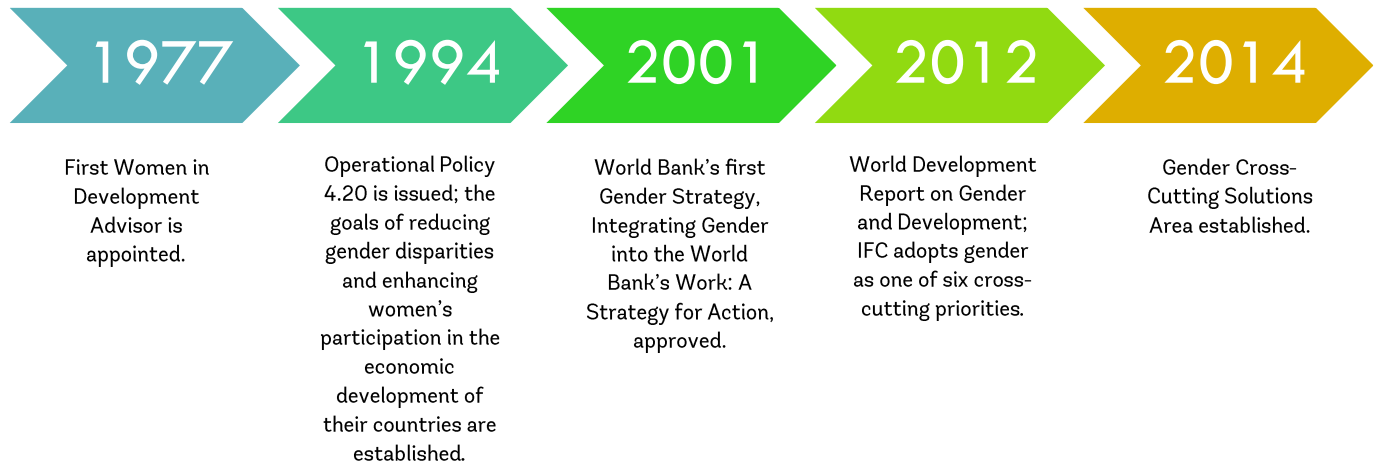
6. The previous World Bank strategy on gender, *Integrating Gender into the World Bank's Work: A Strategy for Action*, was adopted in 2001. An updated strategy on gender equality is needed to reflect fundamental changes in the world and at the World Bank Group. The new strategy will respond to current global opportunities and the accumulating evidence on what works to close gender gaps.
7. The year 2015 presents important opportunities for a new strategy on gender equality. Over the next 12 months, the global goalposts for achieving gender equality and the empowerment of women will shift in strategic ways. In March 2015, Member States of the United Nations will review implementation of the Beijing Platform for Action (BPFA), the roadmap to gender equality agreed at the Fourth World Conference on Women in 1995, and commit to renewed progress. In September 2015, the 192 Member States of the United Nations will review final results in achieving the Millennium Development Goals (MDGs, 2000-2015) and agree to a new set of Sustainable Development Goals (SDGs, 2015-2030). A stand-alone goal on Gender Equality and Women's Empowerment is number five on the list and key gender equality targets and indicators are embedded within the other goals. A new gender strategy will enable the WBG to effectively support countries and companies to make measurable progress toward the goals and targets.
8. A new strategy can help the WBG achieve the goals of ending extreme poverty by 2030 and ensuring the benefits of prosperity are fully shared. Gender inequalities in human capital and access to resources and opportunities, as well as discriminatory norms and regulations, mean that women and girls are often poor for different reasons than men and boys, experience poverty differently than men and boys, and have different capacities to withstand and/or escape poverty.² The new strategy will explicitly focus on practical approaches the public and the private sectors can take to alleviate the differential constraints for poor women and men. Closing gender gaps in health and education and alleviating barriers to economic participation is critical for shared prosperity. In Latin America and the Caribbean, for instance, increasing investments in human capital, together with the decline of fertility and the later age of marriage, have contributed to increased women's economic opportunities: female labor force participation grew 7 percentage points from 2000 to 2010.³ As a result, women have played a key role in the dramatic decline of poverty and inequality witnessed in that region.

9. Furthermore, in recent years the private sector has become increasingly aware that failing to pursue gender-smart policies can result in lower profits, fewer customers and reduced productivity. Global private sector alliances such as the Global Banking Alliance for Women have blossomed in order to understand and serve the women's market. These partnerships play an increasing role in building the capacity of private sector actors alongside IFC and other development financing institutions.
10. The recent reorganization of the Bank into Global Practices (GPs) and Cross-Cutting Solution Areas (CCSAs), where gender is one of five key topics (see Annex 3), as well as the steps to integrate IFC and the Bank more effectively, provides a strong foundation for a coordinated and strategic approach that leverages the Bank Group's full expertise and entire menu of services to deliver solutions to WBG clients. The WBG's new operating model provides the potential for stronger collaboration across regions, Global Practices, CCSAs, and the IFC to deploy resources, services, knowledge and talent for measurable sector and country results. The new model offers greater opportunity to address the multifaceted nature of gender constraints in a coordinated way and strengthen the delivery of gender-smart solutions in business lines.
11. The strategy will also offer practical ways to accelerate progress toward the gender-related commitments in the World Bank Group Corporate Scorecard and IDA 17 to track systematically the impacts of financing and IDA lending, by the IFC to increase access to finance and access to markets for women entrepreneurs and reduce gender-based barriers in the business environment, and in MIGA's updated Sustainability Policy and Performance Standards to minimize risks and unintended gender-differentiated impacts from the business activities it supports.

III. THE HISTORY OF GENDER MAINSTREAMING IN THE WORLD BANK GROUP

12. The World Bank Group has a long history of addressing gender gaps in operational, policy and analytical work (see Figure 1). Progress accelerated considerably in the last fifteen years, from the approval of the 2001 Gender Strategy to the creation of the World Bank Group's Gender Cross-Cutting Solution Area led by a Senior Director in 2014. The key driver of the Bank Group's increasing focus on Gender has been the recognition that in addition to being an objective in its own right, gender equality is smart economics and can make a significant contribution to poverty reduction and shared prosperity. The IDA replenishment process (see Box 1) and the Bank's commitment to the MDGs have also served to reinforce the commitment to gender equality and the practical steps taken to integrate gender into the Bank's operational work following the 2001 Gender Strategy.

Figure 1: Evolution of the Bank’s Attention to Gender and Development Issues: Selected Highlights (See Annex 5)



Box 1: Successive IDA replenishments and Gender Equality

Gender has been a consistent part of the Bank’s commitments as part of the IDA replenishment process.

- The IDA12 (FY00-02) replenishment noted the need to promote equitable access to the benefits of development including the systematic inclusion of women in the development process.
- The IDA13 (FY03-05) replenishment called for mainstreaming of gender into all country assistance programs with the aim of creating an enabling environment for achieving gender equality.
- The IDA14 and IDA15 (FY06-11) replenishments emphasized gender as a cross-cutting theme, drawing attention to the fact that gender inequalities pose a serious obstacle to growth and poverty reduction and called for raising awareness across sectors and building capacity of governments and Bank staff to promote gender equality in their policies and programs.
- Gender was selected as one of four special themes of the IDA16 (FY12-14) replenishment, with specific commitments to intensify work on gender equality in the MDGs and in Bank products and processes. Specifically, commitments were made to strengthen the treatment of gender in Country Assistance Strategies and operations; monitoring and statistical capacity; preparation of Regional Gender Action Plans (RGAPs); and focusing the 2012 WDR on gender equality and development.
- Finally, IDA17 (FY15-17) commitments build on the achievements of IDA16 by deepening gender mainstreaming, monitoring projects at exit, and committing to a new WBG gender strategy.

13. The main goal of the Bank’s 2001 Gender Strategy was to help clients understand where gender-responsive actions could have particularly high payoffs for their countries. Thus, the strategy took a country-level approach on the premise that priority issues should be addressed based on country diagnostics and developed with clients. The strategy formed the basis for operational guidelines

(which are still in effect) requiring country strategies to draw on a Country Gender Assessment (CGA) and incorporate responsive actions in sectors or themes identified as priorities in the country strategy.⁴ For many senior managers and staff in the Bank the strategy was path-breaking in documenting that gender equality was smart economics and that it was intrinsic to the Bank's efforts to support poverty reduction.

14. An evaluation by the WBG's Independent Evaluation Group (IEG) of the Bank's strategy between 2001 and 2005 found that it was relevant to the mandate of poverty reduction and flexible in responding to country-specific settings.⁵ However, it also concluded that gender integration at the strategic level did not always translate into project-level design features, with integration dropping off after 2003. The review attributed this to the absence of results frameworks and weak monitoring and accountability mechanisms.
15. In 2007, the World Bank Group launched the Gender Action Plan (GAP) and in 2008, committed to six actions targeted at promoting women's economic empowerment, including gender as one of four special themes in the IDA 16 Replenishment, and the launch of the 2012 WDR on gender.⁶ The GAP was aimed at addressing specific sectors important for advancing women's economic empowerment, namely, land and agriculture; labor; private sector development and finance; and infrastructure. It was time-bound (2007-2010); had specific objectives, actions, and performance indicators; and used incentive funding to encourage task team leaders to address women's economic empowerment in project design.⁷
16. An especially important contribution of the GAP was to put in place the architecture for the country-based approach to gender mainstreaming. The global GAP was followed up by the preparation of Regional GAPs based on Country Gender Assessments. The GAP also led to a great deal of additional diagnostic work at the country level in order to incorporate gender into country strategies. This, along with the MDGs, has meant that selected gender issues have figured much more prominently in the policy dialogue in the past decade than previously.
17. In the years since the GAP concluded, the Bank invested in knowledge generation to understand better the relationship between gender disparities, poverty reduction, and inclusive growth. The preparation of the 2012 *World Development Report, Gender Equality and Development*, and the work done in association with and after it — covering topics such as voice and agency, jobs and gender-based violence — provide a quantum advance in the diagnostics and analysis of gender equality and a summary of the state of knowledge and where the gaps exist. Recent years have also continued the emphasis on tracking corporate mandates, defined in process terms rather than program objectives. All WBG country strategies prepared in FY14 drew on gender assessments, and 90 percent of country strategies integrated gender in three dimensions (analysis, actions, and the results framework). Of lending projects approved in FY14, 55 percent integrated gender in analysis, actions, and the results framework (see Annex 2).⁸

18. The IFC has also taken many steps to address gender in its investment and advisory services and promote business opportunities for women in the private sector. While the 2001 Gender Strategy did not propose concrete actions for the IFC, citing the institutions' differing business models, a number of specific actions were launched. The IFC set up a Gender Entrepreneurship Markets (GEM) program in 2002. As part of this program, IFC helped launch the Global Banking Alliance in 2007, which today is a robust forum for exchanging experience on best practices in financing for women. The GEM program led to the Women in Business Program (2010-2013). IFC began to quantify the business case for targeting women in financial markets. Gender indicators such as female employment were included in IFC's development outcome tracking system (DOTs). Gender barriers were specifically addressed in access to finance and extractives projects, and in the investment climate work with governments. IFC launched WINVest, a Global Partnership Initiative with the private sector to develop the business case for women's employment, and SheWorks, a global partnership of 10 companies in 2014.
19. IFC's monitoring data show that efforts over the past several years have intensified. For example, IFC began to increase the number of women board members in the companies in which it invests. In March 2012, 15 percent of IFC's 98 nominees for board directors were women, with a target of 30 percent by 2015, which IFC has reached. Gender is also addressed in IFC's Sustainability Framework which came into effect in 2012. IFC has consistently met its annual development goal of 25 percent of SME financing going to women-owned enterprises and at least 60 percent of micro-finance loans going to women. IFC's investment through its Banking on Women program has grown from about US\$63 million in 2009 to over \$800 million in 2014 across more than 20 banks. IFC also launched the first ever Women's Bond in 2013 and together with Goldman Sachs created the Women Entrepreneur Opportunity Facility in March 2014.
20. The establishment of the Gender CCSA for the first time brings the Bank's Gender Group and the IFC's Gender Secretariat together in one unit. This has already permitted greater collaboration, especially in the wider communities of practice, on issues of access to finance, women's entrepreneurship and women's employment.⁹

IV. THE LESSONS LEARNED FROM THE BANK'S EXPERIENCE

21. The experience of the past two decades offers a number of lessons. These are:
- The importance of building the evidence base showing that closing key gaps between males and females and enhancing women's voice and agency is central to poverty reduction and shared prosperity.
 - The continuing need for a country-based approach.
 - Moving to a results-based approach is a high priority.
 - More and better data. Country sex-disaggregated data is uneven, and sex-disaggregated baseline data is often not available for country diagnostics and specific operations.
 - The value of metrics and monitoring.

- The need for increasing selectivity and focus in the Bank Group's approach.

The overall approach to developing a new strategy will be to build upon the lessons learned and focus on addressing the gender gaps identified in recent years. It will include and integrate the following:

- 22. Learning what works:** An ample evidence base has accumulated documenting why gender equality and women's empowerment are central to poverty reduction, sustainable development, and business performance, as well as development goals in and of themselves. While there is also a growing body of knowledge about what needs to be done, an area where additional research and analysis could make a substantial contribution is on what actually works and what can be scaled in different contexts. An important part of the strategy would therefore be to work with clients in policy dialogue and in operations that experiment, test and document transformative approaches to close gender gaps and enhance voice and agency.
- 23. Strengthening the country-led approach.** The preparation of Regional Gender Action Plans (RGAPs), often based on Country Gender Assessments, which identify issues at the regional and country level, has contributed to identifying priorities for policy dialogue and operations. The strategy will pay particular attention to learning what works in specific country contexts, such as fragile states.
- 24. A strategic approach to mainstreaming.** The strategy will build on the achievements of the past decade, specifically efforts made in particular sectors that have achieved results such as the impressive strides in increasing women's access to primary education and health services. It will propose greater efforts to identify, through the country gender analysis and related diagnostics, the gaps in endowments, economic opportunity, and women's voice and agency and design operations to help close these gaps. The monitoring and results framework will be adapted accordingly.
- 25. Increasing focus on areas that are key levers of change.** The strategy will place particular emphasis on two areas where there is potential for greater impact and where the Bank Group has a significant comparative advantage: the creation of more and better jobs for women (including self-employment) and increasing women's access to productive assets (including land and finance), both of which can enhance women's voice and agency. The opportunities under the new structure for the World Bank and IFC to work more closely together provide the potential for enhanced synergies in these areas, as do the opportunities to work through multiple Global Practices.
- 26. Revising the metrics.** As the IEG evaluation shows, it is important to follow robust analytics and diagnostics with proper metrics and monitoring to ensure that the new approaches which have been adopted are kept on the radar screens of managers, task team leaders and client countries. The current monitoring framework involves monitoring of all projects at entry to assess whether gender has been analyzed and integrated and gender indicators included in the results framework. IDA17 commits the WBG to develop a mechanism for assessing and rating of "gender performance" at project exit. What this framework does not provide is information on what gender gaps the Bank is

targeting through its country programs and operations, and how effective we are in closing those gaps. The strategy will propose a new framework for monitoring of results in closing key gender gaps at the country level and a timetable for roll-outs and implementation.

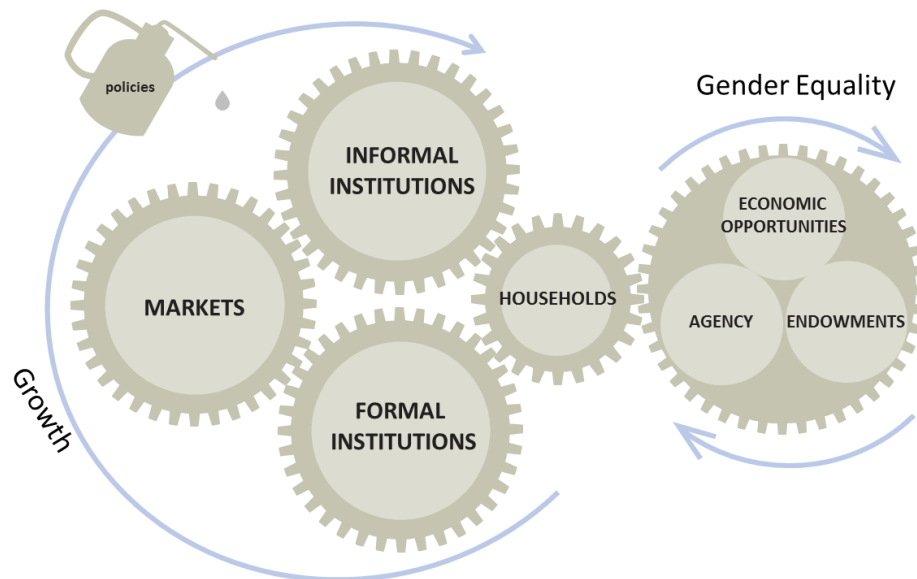
27. **Supporting the collection of more and better sex-disaggregated data.** The need for better understanding of results achieved through projects and programs requires the use of sex-disaggregated data and gender indicators, including during implementation, in order to create real-time feedback loops during project cycles. Because the availability of data is currently so uneven, an important part of the strategy will be to identify priority data gaps and support the filling of these gaps.
28. **Aligning the strategy with global initiatives and actors:** The strategy will need to consider how the Bank can best align itself with the evolving global architecture on gender equality both with regard to partnerships with other donors and agencies and to new global commitments that close gender gaps and enhance women's agency going forward. A particularly important task is to consider how best to ensure maximum alignment of the new strategy with the SDG goals and targets.

V. FRAMEWORK AND OBJECTIVES

29. The strategy builds on the World Development Report (WDR) 2012 framework and findings. This conceptual framework examined the interactions between endowments, economic opportunity and agency. It posited that households, markets and institutions (both formal and informal), and their interactions all influence gender equality and economic development. The foundational premises were threefold: First, households are composed of individuals with varying preferences and needs – they are not homogeneous units. Second, markets and institutions influence the relationship between economic development and gender equality, directly and indirectly. Third, markets and institutions are dynamic, rather than static, with society influencing their attributes. Consequently, markets and institutions can evolve in response to external stimuli, including policy interventions. These three principles lay the foundation for a framework that captures the ways in which households make decisions, how they interact with markets and institutions to influence gender equality outcomes, and the role of policy in determining these interactions and outcomes (See Figure 2).¹⁰ The new strategy will build on this framework.
30. The 2012 WDR defines gender as the social, behavioral and cultural attributes, expectations, and norms associated with being male or female.¹¹ Gender equality refers to how these aspects determine how males and females relate to each other and to the resulting differences in power between them. While historically, gender inequalities have disadvantaged females, and that remains the case in many domains, gender norms and policies negatively affect boys and men in specific countries and sectors. Thus, the approach will also target concrete male disadvantage in specific areas, identified through robust country and sector diagnostics (e.g., male mortality in some Europe and Central Asia (ECA) countries or male school drop-outs in the Caribbean). It will pursue an inclusive approach in

operations, working with males and females, regardless of age, disability status, religion, ethnicity, socioeconomic status, disability status, HIV/AIDS status, sexual orientation, gender identity, geographic area, migratory status, or forced displacement.

Figure 2: World Development Report 2012, Conceptual Framework



31. As noted earlier, the strategy will place greater emphasis on strategic mainstreaming and on working more deeply on two key aspects of the framework: (1) removing constraints for more and better jobs; and (2) removing barriers to women’s ownership and control of assets, both of which can increase women’s voice and agency.

A Strategic Approach to Mainstreaming at the Country Level

32. The 2001 Gender Strategy contributed to the integration of gender equality in a wide range of Bank activities, which has played a key role in closing gaps between males and females in the developing world. The Bank Group’s gender strategy is and will remain country driven. A more strategic approach to mainstreaming will be adopted that involves identifying the key areas of gender inequality in a country, and developing deeper programs and approaches for policy dialogue and sector operations that can lead to measurable results. The new Systematic Country Diagnostic (SCD) and Country Partnership Framework (CPF) draw upon the findings of a gender assessment. The CPF identifies the key areas for proposed engagement and expected outcomes in the results framework. Engagements will be designed to achieve these outcomes, recognizing of course, that the Bank is not the only actor and it needs to focus its efforts in the areas where it can have maximum impact and use its comparative advantage. While Bank-wide monitoring will continue to assess whether gender has been analyzed in designing the operation, the emphasis of monitoring will shift to the achievement

of the outcomes (e.g., reduction of key gender gaps, improvements in women's voice/agency) in these engagements. The strategy will include guidance for strategic mainstreaming.

33. Enhancing women's voice and agency, which is central to the WDR framework and further elaborated in the 2014 report, *Voice and Agency, Empowering Women and Girls for Shared Prosperity*, will continue to be a key part of the Bank's more strategic approach to mainstreaming.¹² Agency constraints and deprivations affect women and girls in all countries, whatever their income level, but are particularly severe among the poor. They result from gender-based violence, limited control over sexual and reproductive health, lack of assets such as land and housing, and underrepresentation in formal politics and positions of power.¹³ Discriminatory laws also play a role. In 2013, *Women, Business and the Law* documented that 128 out of 143 countries with data had at least one legal difference between men and women, ranging from barriers to women obtaining official identification cards to restrictions on owning or using property, establishing their creditworthiness, and getting a job. Other laws limit women's agency in marriages and family life.¹⁴ Therefore, much work remains. Policies and public actions that change social norms and the law and legal institutions, alongside programs to promote economic opportunities, social protection, and education can have significant benefits for women's agency. These issues are closely related to the specific country context including cultural traditions. Developing programs that work will require solid diagnostics and greater attention in sector programs within countries. For instance, in education, the approach may go beyond closing enrolment and completion gaps to tackling negative gender norms and stereotypes in the curriculum, addressing sexual harassment and gender-based violence in schools, and other activities to transform future opportunities for boys and girls. It also involves engaging men as key change agents, especially in supporting care of children and the elderly, changing norms that sanction violence against women, and promoting the benefits of gender equality.

Working more deeply on key levers of change

34. Across regions, there are several common concerns with female labor force participation and productivity, female entrepreneurship, and the presence of gender asset gaps although approaches to these issues vary across contexts. In order to align more closely with the Bank Group's goals to eradicate poverty and boost shared prosperity, the strategy will also propose that the Bank increase its focus on closing gaps between males and females in two areas that are central to these two goals: 1) more and better jobs, where jobs take many forms beyond the typical notion of paid employment in a formal workplace¹⁵ and 2) greater ownership, control over and access to key productive assets (land, housing, technology, and savings and other financial assets).
35. Closing gender gaps in these two areas merit attention for several reasons. First, a large literature shows that employment and asset ownership/control are "levers" of change for women themselves, as well as their communities, companies and economies.¹⁶ Second, job creation and asset ownership are fundamental drivers of economic growth and poverty reduction. Work is the main source of income for most poor people, and opportunities for gainful work offer a means to increase consumption and increase savings. Assets are particularly important for poor people: they generate

income and facilitate access to capital and credit, strengthen individual and households' ability to cope with and respond to shocks by enhancing their ability to diversify their income, and are a store of wealth which can be sold to generate income. Finally, these areas are addressed through the sectors where the WBG is already lending, investing or doing advisory work. They reflect a clear comparative advantage for the World Bank Group, particularly in light of the potential for the Bank and IFC to work more closely together in the new structure.

36. **Removing Constraints for More and Better Jobs:** On virtually every global measure women are more economically excluded than men, disadvantages that don't disappear with growth, but which, if rectified, can contribute to economic growth. Where women's participation in the labor force has grown fastest, economies have experienced the largest reduction in poverty rates. Better jobs for women provide private sector companies with a competitive advantage and have a positive impact on the way households control and spend money. Improving the productivity of the jobs women hold and helping them access higher productivity sectors can be transformational.
37. Women are more likely than men to be in low productivity activities, be unpaid family workers, work in informal employment, and transition more frequently between informal employment and being out of the labor force. Globally women's labor force participation has stagnated, in fact decreasing from 57 percent in 1990 to 55 percent in 2012.¹⁷ Women are only half as likely as men to have a full time wage job for an employer. In two regions, informal employment is a greater source of non-agricultural employment for women than for men (Sub-Saharan Africa – 74 percent and 61 percent and Latin America and the Caribbean – 54 percent and 48 percent), and in urban areas in countries in other regions (for instance, urban China – 36 per cent and 30 percent).¹⁸ Evidence from 83 developed and developing countries shows that women in paid work earn 10–30 percent less than men on average — and the differences are not fully explained by education, experience, or sector of work.¹⁹ All together, the market failures that lead to these constraints and the resulting gender gaps in employment and earnings translate into substantial losses for economies and households.
38. Women's employment is constrained by prevailing gender norms, and constraints on access to resources that govern their education choices, occupational choices, domestic household responsibilities and family duties, mobility, and time availability. Marital and fertility choices that are concurrent with education completion or labor market entry further constrain girls and women, setting them on a low productivity trajectory, unlikely to shift to activities with higher productivity. Responsibility for domestic tasks and lack of adequate infrastructure and services at the household level limit the time that women can devote to paid work and education. Safety concerns, and occupational segregation, also limit women's economic activities.
39. The first generation of new Systematic Country Diagnostics are providing eloquent documentation of the pervasiveness of gender gaps in employment (for one example see Box 2).

Box 2: SCD on Gender Gaps in Labor Force Participation and Wages in Mauritius

Despite significant gains over the past decade, gender differences in the labor market remain high. The female labor force participation rate in 2012 was 47 percent, a slight improvement over 2001. Despite an absence of legal barriers, half of Mauritian women of working age are still outside the labor market and once they do participate, women in 2012 are still 22 percent less likely to be employed, 6 percent more likely to be unemployed, and 25 percent more likely to be out of the labor market than men. While gaps in labor force status are on a downward trend, the gender wage gap in Mauritius is severe and shows no sign of decreasing and has even worsened in recent years. Even when controlling for the same level of education, age, potential work experience and sector, women still earn around 50 percent less than men. This severe gender wage gap further undermines incentives for female labor market participation, as they cannot fully reap the returns to their work. Furthermore, this persistent undervaluation of women's labor input might have a negative impact on female human capital accumulation and undermine the favorable secondary and tertiary education enrollment rates attained in recent years.

Source: Mauritius: Systematic Country Diagnostic, February 12, 2015. World Bank Group.

41. While the Bank Group is addressing these issues in country analyses and work programs, there is a need to ramp up and coordinate operational ways of closing gender gaps. Addressing constraints to more and better jobs for women requires concerted cross-GP attention and alignment to develop and test new approaches such as unbundling behavioral, technical, and business skills, new strategies for job placement, the provision of child and elder care services, deliberate actions to reduce occupational segregation, and efforts to address sexual harassment. It also involves stronger alignment and coordination across a range of programs led by the infrastructure GPs within countries to address gender-specific constraints to employment such as mobility, security and safety, and services that reduce the time spent in unpaid work.
42. In the area of entrepreneurship, small and medium enterprises (SMEs) with full or partial female ownership represent only up to 38 percent of formal SMEs in emerging markets and face many limitations — they are more likely to be smaller, informal and home-based. Moreover, women-entrepreneurs often have more restricted access to finance and sometimes borrow with less favorable terms than men, such as higher interest rates and shorter time frames. Non-financial barriers also pose a challenge. These include inadequate infrastructure, financial and otherwise; as well as the legal and regulatory frameworks.²⁰ Reducing constraints to women's entrepreneurship, especially in the small and medium enterprise sector, requires addressing some issues similar to those that support employment, including providing child and elder care, reducing time constraints, reducing occupational segregation, and legal change but in addition includes better access to capital and financial services and new approaches to business training.
43. **Removing Barriers to Women's Ownership and Control of Assets:** In comparison with men, women are less likely to own assets, and more likely to be adversely impacted by shocks. Evidence suggests that assets in the hands of women empowers them, improves wellbeing at an individual, household, and community level, significantly enhances her decision-making capabilities (Agarwal 1994, 1998, 2002a) and has a greater impact on the health and welfare of children (Duflo 2000; Katz and

Chamorro 2003). A few studies suggest it may also reduce women's experience of domestic violence (ICRW 2006; Panda and Agarwal 2005; Friedemann-Sánchez 2006). Improving women's claim to assets under these circumstances is an important policy lever to protect women from becoming marginalized and help them contribute to economic growth.

44. Most assets are owned by individuals, rather than by households. However, existing data suggest that women own far fewer productive assets than men and the value of their assets is substantially less. The Food and Agriculture Organization (FAO) estimates that less than 20 percent of landholders globally are women. In Western and Central Africa and the Middle East and North Africa (MNA), this proportion is less than 10 percent.²¹ Women have less security over the land they do have, and their landholdings are systematically smaller than those owned by men. In Ghana, the mean value of men's landholdings is three times that of women's landholdings.²² The Gender Asset Gap Project (2010) found, with respect to housing, that in Karnataka, India and Ghana, not only are men more likely than women to be home owners, but even when women do own homes, the value of their homes is less than that of men's.²³ Constraints to women's ownership of productive assets include lack of data on women's ownership and control over land, housing, and technology, norms shaping women's status within their households, legal discrimination, and lack of access to finance for asset accumulation.²⁴ High priority and tested approaches to closing gender asset gaps include formalizing, land rights through registration to increase women's tenure security, expanding co-titling and individual titling for women, and reforming family and inheritance law to protect women's rights.

Operationalizing the Approach

45. It is important to emphasize that the Bank Group's gender strategy is and will remain country-driven. The strategy will not set global targets for reducing gender gaps or particular indicators of gender inequality. Rather the strategy will aim to identify ways the WBG can better deliver results for gender equality and voice and agency, allowing for country specific solutions in response to country specific needs. Currently, each region has a Regional Gender Action Plan, built up from country level analyses, which sets out regional priorities tailored to the regional and country contexts. Nonetheless, several common themes across RGAPs are: concerns with female labor force participation and productivity, female entrepreneurship, gender asset gaps, reducing gender-based violence, and enhancing voice and agency, although approaches to these issues vary across contexts. These are the areas in which the Bank needs to focus its efforts to deepen the diagnostics, pilot new approaches, evaluate the approaches and provide feedback to the strategy. Three RGAPs will end in 2015 (South Asia; Europe and Central Asia; and Latin America and the Caribbean) and will be renewed concurrently with or just after approval of the new strategy. The other Action Plans will be reviewed and adjusted as needed for alignment with the new approach.

Within this broad operational agenda, the key follow-up activities during the strategy period are to:

46. **Define opportunities for and promote the scaling-up of good practice results-based interventions in relevant core business lines.** Many examples of good practice exist in Bank

operations. For instance, several operations in *urban and rural transport* have addressed gender specific constraints to mobility (timetables, ramps), security and safety (lighting, call centers), accessibility, employment in the sector, and access to services (childcare). Another example is work on clean cook stoves, an initiative led by *Energy and Extractives GP with several other GPs, CCSAs, and IFC*, that can be transformative for women's and children's health, the environment, and women's participation in economic opportunity by reducing time spent on unpaid work and enhancing their employment and entrepreneurship opportunities. The CCSAs, GPs and IFC will collate and disseminate examples of good practice and work with the relevant GPs to scale up and adapt these approaches to different country contexts.

47. **Develop and strengthen diagnostic tools:** To strengthen strategic mainstreaming at the country level and deepen the Bank Group's work on jobs and access to productive assets for women, the strategy envisages increased focus on diagnostic work to enable a better understanding of country and sector-specific constraints, as well as better identification and dissemination of what works and how best to adapt successful approaches to local context. Good diagnostic work is critical to enable staff and public/private sector clients to better understand underlying constraints and opportunities for gender equality, why some services and markets are less accessible to women and girls, and where policies and programs are most effective at improving economic opportunities and voice/agency. As noted earlier, the Gender CCSA will work with the Poverty GP to strengthen the integration of gender analysis in the Systematic Country Diagnostic. The proposed increased focus on women's employment will entail close collaboration with the Jobs CCSA and several GPs to strengthen gender analysis in the Jobs Diagnostic, which is being piloted and rolled out in various countries. The strategy will also encompass scaling up the use of IFC's women's market diagnostic for banks, and developing new diagnostic work for country strategies and operations that address the binding constraints and opportunities for economic empowerment.
48. **Improve the evidence base for results:** The evidence-base on proven and promising interventions to reduce key constraints and attain measurable progress toward employment and asset ownership is growing, but much more needs to be done. Through partnerships with the UN and country clients, the Gender and Jobs CCSAs, the Development Economics Vice Presidency (DEC) and selected GPs are working to enhance data collection on work/jobs and individual level information on assets. Globally, close to 80 percent of countries regularly produce sex-disaggregated statistics on mortality, labor force participation, and education and training. Less than a third of countries disaggregate statistics by sex on informal employment, entrepreneurship (ownership and management of a firm or business), earnings, unpaid work, and violence against women. The strategy will produce a road-map to build on emerging work in DEC and the Jobs CCSA to operationalize the new definition of work, agreed upon by the International Conference on Labor Statisticians. It will also produce a roadmap to incorporate, through multi-purpose household and other surveys, individual level information on ownership and decision making land, housing, financial assets, and businesses. The strategy will work with the new *Identification for Development Initiative*, a cross GP/CCSA/IFC initiative with a central focus on building civil registration and vital statistics systems, for better targeting of the poor in social safety nets and for improving economic outcomes by ensuring women have identity cards which can help

them access services and finance. Most private sector clients have little gender disaggregated data readily at hand. Helping them to systematically produce sex-disaggregated gender data on suppliers, employees, lenders and consumers is vital for progress towards including men and women at all levels of business operations.

49. A particularly promising initiative is the Gender Innovation Labs (see Box 3 below). The strategy will consider how best the labs can be scaled up for broader coverage while enhancing quality and impact. The strategy will explore developing a global network of the labs that enable more strategic approaches to program selection and design and thus more easily generalizable findings, as well as expanding the focus beyond impact evaluations to the development of diagnostic tools and greater testing of interventions, and building knowledge networks with clients within and across countries.²⁵

Box 3: The Work of the Gender Innovation Labs

The World Bank's Regional Gender Innovation Labs were created to strengthen the evidence base for what works (and what does not) to promote gender equality. The labs use impact evaluations to generate rigorous evidence focusing on critical gaps on a host of dimensions, from land titling rights to employability to voice and agency. The labs work closely with project teams inside and outside the WBG to foster ownership and uptake of evaluation results, and to inform scale-up and replication decisions. The results are also used to inform country dialogue about the drivers of gender inequality. Currently, across all regions, the GILs have 75 impact evaluations underway. Several of these have already informed policy dialogue and operations in Africa and South Asia.

50. **Knowledge uptake:** The strategy will lay out a roadmap to increase the gender equality results focus of Country Partnership Frameworks and the supporting architecture of country gender assessments, Regional Gender Action Plans, and operations, including the choice of indicators for projects and supporting strengthening of country level systems. The Gender CCSA will focus on the identification of the key analytical and data gaps that need to be addressed as a matter of urgency and make proposals for closing these gaps. The consultation process will be used to elicit guidance from policy-makers and practitioners as to what they see as the deficiencies in analysis and data that constrain them from more effective policies and programs. In addition the strategy will examine how to translate knowledge into operations, not just through analytical work, toolkits and guidance notes, but through enhanced engagement, learning by doing, and capacity building of Bank Group staff and public and private sector clients and partners.
51. **Training and learning:** As the WBG aligns its resources to meet the twin goals addressing gender inequalities as an integral part of the approach, priorities for corporate learning will be delineated, especially around emerging evidence about what works to close economic gender gaps and enhance women's voice and agency. New training materials, clinics, and e-learning modules are needed to support the architecture of the Systematic Country Diagnostic, Country Partnership Framework, and

Performance and Learning Reviews.

52. **Monitoring corporate commitments:** The strategy will offer a systematic approach for more meaningful identification and monitoring of progress toward results during implementation of Bank Group operations where applicable. It will also include proposals for rating projects at exit on how well they have met their objectives, where these included closing gender gaps in economic opportunity and enhanced women's voice and agency. The annual reporting on gender integration in operations will continue, but the approach will be adapted to the broader framework that is being proposed in the strategy.

VI. STRATEGY DEVELOPMENT PROCESS AND TIMELINE

53. To ensure broad-based cross-sectoral ownership, the strategy development process will engage relevant stakeholders across the World Bank Group, client governments, private sector leaders, international development partners and civil society organizations. Table 1 describes the timeline for strategy development. The process will incorporate lessons learnt from previous strategies and their evaluations, take stock of existing evidence about what works to bring about gender equality and seek input from internal and external stakeholders. The strategy development process can be grouped in three areas: the *Drafting Process*, *Internal and External Consultations*, and the *Review and Publication Process*.

Strategy Drafting Process

54. A core strategy team will lead the drafting and publication process for the World Bank Group's Renewed Gender Strategy. In terms of composition, the core team will include staff from relevant Cross-Cutting Solutions Areas, Global Practices, and other operational teams. The team will draw upon all recent knowledge products produced by the WBG in the past several years, including *Voice and Agency*, *Empowering Women and Girls for Shared Prosperity*, *Levelling the Field*, *Improving Opportunities for Women Farmers in Africa*; *Gender at Work: A Companion to the World Development Report 2013 on Jobs*; *the World Development Report 2012: Gender Equality and Development*; *Investing in Women's Employment* and the regional companion reports, as well as other literature such as the Roadmap for Women's Economic Empowerment produced by the UN Foundation and the systematic reviews commissioned by the Department for International Development (DFID). In particular the team will review the gender strategies of bilateral and other multilateral aid agencies to draw lessons from their experience and operational approaches to mainstreaming gender equality.

55. In addition, the Gender CCSA, with colleagues from the Regions and Global Practices have begun to: 1) review the Regional Gender Action Plans in order to capture lessons learned and successful interventions; 2) conduct a mapping/stock-taking of good practice gender equality activities in portfolios; and 3) identify activities in the FY16 pipeline that can, with deeper engagement, become positioned to deliver stronger gender results. The Gender CCSA is also working with OPCS and Task

Team Leaders (TTLs) to explore how best to strengthen the reporting process during implementation and rating projects at exit for achievement of gender equality results.

Internal Consultations

56. Because gender is cross-cutting, in developing the strategy it will be important to work across the WBG to ensure input and broad ownership. The newly constituted network of Gender Leads from GPs, CCSAs, IFC, and regions will serve as the sounding board throughout the strategy development process. Additionally, the Gender Leadership Council (formerly the GAD Board), the governance structure that steers and owns the Bank's agenda for gender results, will provide higher-level guidance. The Gender CCSA has begun and will continue to discuss elements of the strategy and solicit feedback from the Global Practices Leadership Team (GPLT); Regional Management Teams (RMTs); and relevant Vice Presidents at the World Bank and the IFC. Continued dialogue with Directors and Practice Managers across the 14 Global Practices and Cross Cutting Solution Areas, as well as Country Directors and Program Leaders in Country Management Units, and Advisors of the Board of Executive Directors will also inform the new strategy.
57. In preparation of the Concept Note, the Gender CCSA has hosted consultations with staff across the institution. These included a retreat and follow-up meetings for Gender Leads between October and December 2014, as well as a series of consultations on specific issues with Directors, Practice Managers and Program Leaders in December 2014 and January 2015. Over 80 staff members participated in consultations in Washington, D.C. and over 40 staff from Country Management Units in all six regions participated in videoconference discussions.
58. IFC is part of the core strategy team and has also put together a support team of focal points nominated by the directors of the three investment and one advisory department, as well as staff from the development impact and corporate strategy department. The Gender Secretariat is providing technical support to review progress on gender at IFC in the respective departments, identify gaps and develop priorities going forward that are aligned with gender gaps in economic participation, business priorities and client demand. As part of this process, directors and regional industry heads are being consulted to provide input into the gender priorities identified. The inputs of the support team are being reviewed by IFC's Gender Network, which includes about 100 investment and advisory staff from across IFC and IFC's Gender steering committee consisting of seven directors and one VP. The consultation process includes the identification of areas where IFC and the WBG can work closely together on gender.
59. The dialogue and feedback from these sessions have informed the overarching framework of this Concept Note. Overall, staff endorsed the main approach of the strategy, and especially welcomed the focus on economic opportunities, as well as issues of voice and agency, as reflecting the WBG's comparative advantage. Staff also agreed with strengthening monitoring and measurement.

External Consultations

60. After the CODE meeting, external consultations with client governments, private sector leaders, development partners, and civil society will take place between late April 2015 and early July 2015. Informal discussions with the OECD DAC Network on Gender Equality (GENDERNET) in November 2014 and the Nordic-Baltic Multilateral Development Bank group in January 2015 informed the development of the Concept Note. Consultation reports will be published for all formal consultations and these discussions will help to shape the drafting of the strategy (please see Annex 4 for External Consultation Plan).

Review and Publication Process

61. Upon review by the Board of Directors in late 2015, the World Bank Group Gender Strategy will be launched both internally and externally. In addition to the publication of the strategy paper in hard and electronic formats, there will be a multi-media approach to communicating the strategy to staff, governments, private sector, and civil society groups, and global partners. The aims are to present a clear message of how the Bank works to close gender gaps in economic opportunities and voice and agency; showcase some of the good practices that can be brought to scale; and generate enthusiasm for the strategy among clients and WBG staff.

Table 1: Overall Timeline

Dec 2014-March 2015	Internal consultations and Drafting of Concept Note
April 8, 2015	CODE (Committee on Development Effectiveness) Meeting on Concept Note
Late April – early July, 2015	Consultations with stakeholders seeking input on opportunities, emerging directions, and options to inform drafting of a gender strategy. Mix of online, face to face meetings.
August 2015	Report summary of all views received during external consultations and post on the web page
Mid-July- October 2015	Drafting strategy and internal review process
Last Quarter 2015	Board Discussion. The strategy will include a document outlining how the issues raised during the consultations were addressed in the drafting of the strategy. Disclosure of the strategy document following Board Discussion.

ANNEX 1: INDICATIVE OUTLINE: THE WORLD BANK'S GENDER STRATEGY 2016-2021

EXECUTIVE SUMMARY

PART 1: GENDER, POVERTY REDUCTION AND INCLUSIVE GROWTH: AN OVERVIEW

- Boosting shared prosperity and eliminating extreme poverty: The role of gender inequality
- International Policy Framework
- Gender equality and aid effectiveness
- Gender and the role of the private sector
- Progress and Remaining Gaps
- Regional Progress and Gaps (update based on WDR 2012 and RGAPS)
- Moving Forward: Building on Lessons Learnt

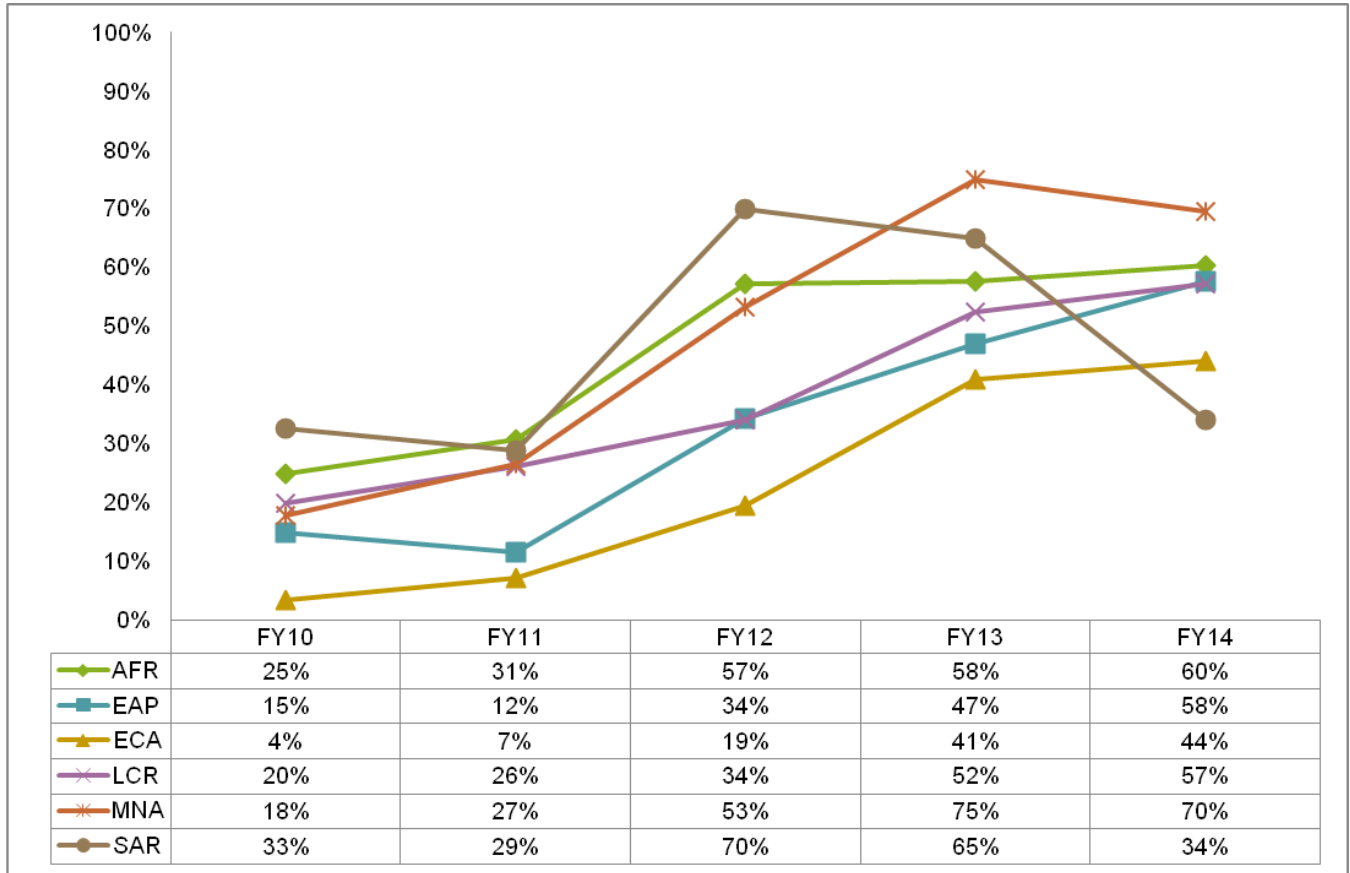
PART 2: THE STRATEGY

- Achieving outcomes and concrete results on the ground
- New Operational Approach at the World Bank Group
- Policy Dialogue and CPFs
- Solutions that are transformational (integrated, multi-sector investments)
- Tools for Change
- Key Partnerships

PART 3: ROLES AND RESPONSIBILITIES FOR IMPLEMENTING THE STRATEGY

- Organizational Units: RVPs and CMUs, GPs, CCSAs, DEC, OPCS, LLI, IEG, IFC
- Accountability
- Evaluating the strategy in 2021

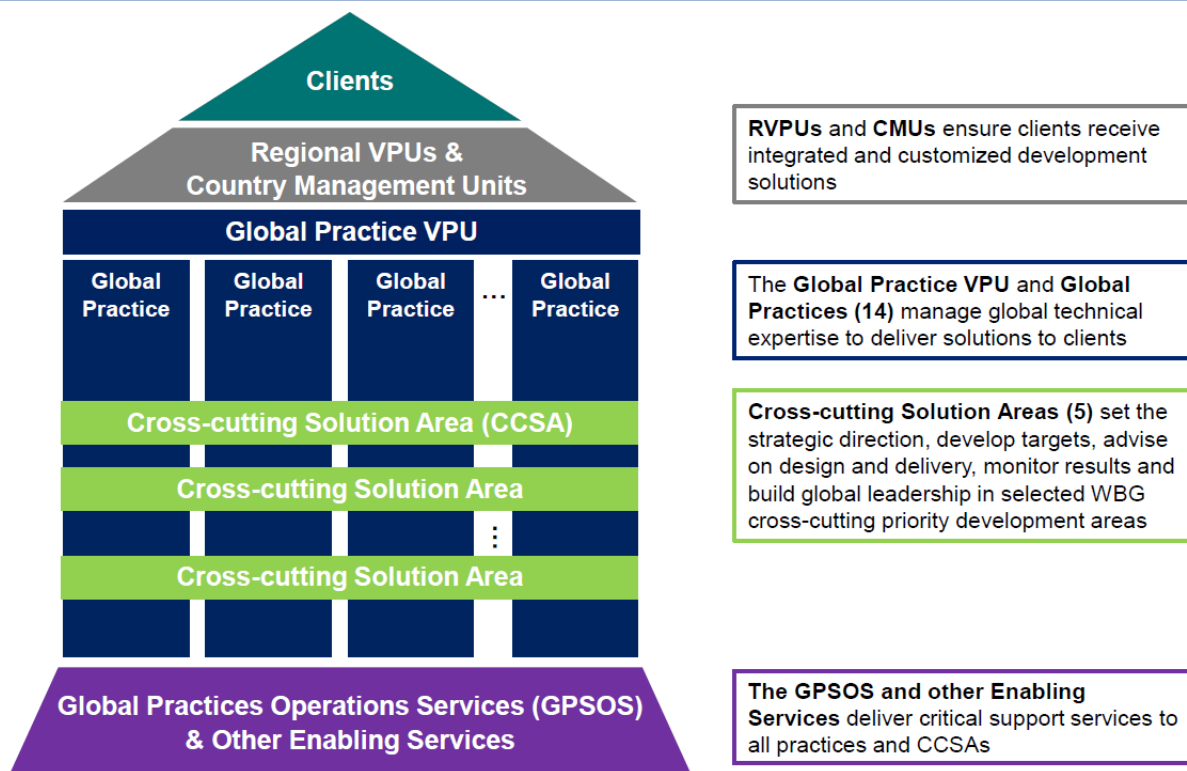
ANNEX 2: TRENDS IN FULLY GENDER INTEGRATED OPERATIONS (3 OF 3 DIMENSIONS) BY REGION



ANNEX 3: THE NEW WORLD BANK GROUP OPERATING MODEL

The recent reorganization of the Bank into 14 Global Practices (GPs) and 5 Cross-Cutting Solution Areas (CCSAs), one of which is Gender, as well as the steps to integrate IFC and the Bank, more effectively provides a strong foundation for a coordinated and strategic approach that leverages the Bank Group’s full expertise and entire menu of services to deliver solutions to WBG clients. The WBG’s new operating model provides the potential for stronger collaboration across regions, Global Practices, CCSAs, and the IFC to deploy resources, services, knowledge and talent for measurable sector and country results. The new model offers greater opportunity to address the multifaceted nature of gender constraints in a coordinated way and strengthen the delivery of gender-smart solutions in business lines.

The Operating Model presents core elements of the new WB organizational structure



ANNEX 4: EXTERNAL CONSULTATION PLAN

The World Bank Group is preparing a new gender strategy, which is expected to be finalized and discussed by the Board of Executive Directors in late 2015. The strategy is being developed to help the World Bank Group support countries achieve gender equality as one pathway to ensuring lasting poverty reduction and shared security and prosperity. In developing the strategy, the World Bank Group will consult with stakeholders worldwide to seek their input on country and regional perspectives, global lessons learned and good practices to reduce key gender gaps. The Concept Note along with a presentation will be made publicly available on a dedicated web page and will be used as background information during the consultation process.

1. CONSULTATIONS

The development of the strategy will include a global consultation process to elicit input and feedback from interested stakeholders in a broad, inclusive and transparent manner through a combination of country based face-to-face meetings, and an online platform. Inputs will be solicited from a diverse group of stakeholders, both specific individuals, groups and parties, and open to all interested in contributing.

A. Objectives. The objectives of the consultation process are to:

- Shape and inform the development of an operational strategy for gender equality that will benefit multiple stakeholders.
- Build a base for dialogue between the World Bank Group and its stakeholders so that implementation of the strategy will continue to benefit from diverse perspectives.

B. Stakeholders

The consultative process will seek the views of a diverse range of external stakeholders including, but not limited to the following:

- Representatives of borrowers;
- Private sector representatives;
- Development-oriented organizations and foundations;
- United Nations agencies;
- Multilateral and bilateral development partners;
- Civil society organizations at international, national and local level involved in advocacy or service delivery.
- Labor organizations and professional societies;
- Academic and applied research institutions;

C. Consultation Process

The World Bank Group will seek input and views on the Concept Note and possible directions for the development of the strategy after the CODE review of the Concept Note until **early July, 2015**. To help shape the institution's thinking on the future gender strategy, input from a variety of stakeholders

will be solicited on key topics that the Bank should consider in the course of the strategy development. Areas for discussion include – but are not limited to – the following:

- Aspects of the gender strategy that the World Bank Group should consider to support countries to achieve gender equality as a pathway toward lasting poverty reduction and shared prosperity;
- additional constraints to gender equality that should be considered at country level;
- recommendations to remove differential constraints to economic and social opportunities for women and girls and men and boys;
- recommendations on what cross-cutting approaches, policies and programs (used by either public or private institutions) are most effective at improving economic opportunities for females and males;
- recommendations and examples of diagnostic tools that can be used to help the understanding of constraints to gender equality;
- recommendations on how services and markets can be made more accessible and safe;
- recommendations on what are the key gender data gaps and how to improve the availability, quality of data to measure improvements for males and females in economic opportunity; and
- how the Bank can better support borrowers in their efforts to strengthen their systems and institutions with respect to gender equality to yield more sustainable results on the ground.

The input collected will inform the development of a strategy to be presented to the World Bank's Board of Executive Directors for its consideration, which is expected to be in late 2015.

Channels for consultation will include: (1) face-to-face meetings with stakeholders; (2) face-to-face meetings during or alongside global, regional, or bilateral conferences starting from end of April; and (3) online feedback through a dedicated consultation web platform.

Face-to-face meetings will be held at country level; whenever possible multiple sites will be connected via video-conferencing to reach as many countries as possible. Selection of countries where the face-to-face meetings will be held will take into account the following criteria: a) balanced coverage of constituencies of the World Bank Group Boards; b) a balanced representation of middle, low income and fragile economies; c) a combination of existing portfolios and operations; and d) opportunities to apply solutions to eradicate gender gaps.

Consultation meetings could include a combination of formats: **(i) single constituency** meetings with governments, private sector, or bilateral and multilateral organizations; **(ii) multi-stakeholder meetings** bringing together different constituencies as per country's needs and practice.

2. TRANSPARENCY, NOTIFICATION, COMMUNICATIONS AND LANGUAGE

A dedicated consultation web page (www.worldbank.org/genderconsultation) will provide a platform for stakeholders to provide input, and contribute to the strategy development. Through this platform all interested individuals and parties can provide written comments on-line via a survey form. Input and comments can also be sent by downloading a Word version of the questionnaire available on the webpage and sending it by email to genderconsultations@worldbankgroup.org. Individuals and parties can also

indicate their interest in joining scheduled multi-stakeholder face-to-face meetings by signing up on the webpage.

The webpage includes information related to the review and timeline, consultation process, relevant background information, related resources, the schedule – as it is confirmed - of face-to-face meetings, and other relevant information as the consultation process progresses.

Key consultation documents (e.g., the Concept Note, the consultation plan, the strategy) will be made available in **Arabic, Chinese, English, French, Portuguese, Russian and Spanish**.

Participant lists, summaries of views and input (with no attribution) from country-based face-to-face meetings, online questionnaire, will be shared through the web page on a continuous basis through the consultation period to provide information on contributions to the process.

Consultation materials, including summaries of meetings, and participant lists, will be made available in the language in which the meeting is conducted.

Consultation meetings will be announced with as much advance notice as possible to facilitate informed participation of a diverse set of stakeholders.

A summary of all input and feedback received during the consultation period will be prepared after the period is completed, along with a document outlining how the issues raised during the consultations were addressed in the drafting of the strategy. This document will be presented when reporting to the Board of Executive Directors.

3. CONTACTS

Questions about the strategy development and consultation process should be directed to the Gender Strategy team at genderconsultations@worldbankgroup.org.

ANNEX 5: EVOLUTION OF THE BANK'S ATTENTION TO GENDER AND DEVELOPMENT ISSUES

Evolution of the Bank's Attention to Gender and Development Issues

- 1977** First Women in Development Advisor is appointed.
- 1984** Operational Manual Statement 2.20 addresses the impact of Bank assistance on women as part of project appraisal for certain types of projects.
- 1986** A full Women in Development Unit is created.
- 1990** Operational Directive on poverty reduction recommends that women's issues be considered in designing poverty reduction programs.
- 1994** Operational Policy 4.20 is issued; the goals of reducing gender disparities and enhancing women's participation in the economic development of their countries are established.
- 1996** External Gender Consultative Group is established; progress report on gender mainstreaming is given to the Board of Executive Directors' Committee on Development Effectiveness.
- 1997** Gender and Development Board is established; progress report on mainstreaming is prepared for the Committee on Development Effectiveness.
- 1998** Position of head of the Gender and Development Board is raised from a chief/manager to a director level.
- 2001** World Bank's first Gender Strategy, *Integrating Gender into the World Bank's Work: A Strategy for Action*, approved.
- 2003** OP/BP 4.20 revised to apply to projects in sectors and themes identified by the CAS.
- 2007** Gender Action Plan launched focusing on women's economic empowerment and emphasizing gender mainstreaming in the economic sectors.
- 2010** Gender named as a special theme of IDA16 replenishment.
- 2011** Regional Action Plans prepared for all regions
- 2012** World Development Report on Gender and Development; IFC adopts gender as one of six cross-cutting priorities
- 2013** IFC Gender Secretariat established.
- 2014** Gender Cross Cutting Solutions Area established.

¹ Socio-economic opportunities can be defined as to include income generation opportunities as well as human capital, voice and agency, including freedom from violence.

² Chant, S. 2008. "The 'Feminisation of Poverty' and the 'Feminisation' of Anti-Poverty Programmes: Room for Revision?" *Journal of Development Studies* 44(2): 165–197.

³ Morton, Klugman, et al. 2014. *Gender at Work: A Companion to the World Development Report on Jobs*. World Bank, Washington, D.C.

⁴ Independent Evaluation Group, World Bank. 2010. "Gender and Development: An Evaluation of World Bank Support 2002–2008." World Bank, Washington, DC.

⁵ Independent Evaluation Group, World Bank. 2010. "Gender and Development: An Evaluation of World Bank Support 2002–2008." World Bank, Washington, DC.

⁶ World Bank Group. 2006. "Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (Fiscal years 2007 – 2010)." World Bank Group, Washington, D.C.

⁷ Monitoring data from the period show an increase in attention to gender issues in Bank lending in both the social sectors and economic sectors during the implementation of the GAP (FY06-FY10), with the rate of improvement significantly higher in the economic sectors (85 percent compared to 35 percent). See World Bank. 2011. "Implementing the Bank's Gender Mainstreaming Strategy: FY09-FY10 Annual Monitoring Report." World Bank, Washington, DC. In addition, a final, independent evaluation of the GAP found that it helped revive the discourse on gender-mainstreaming inside the WB, raised staff awareness of sector-specific gender issues using a "learning by doing" model, and contributed to the global pool of knowledge and data. See Universalia. 2011. "Final Evaluation of the World Bank Group Gender Action Plan." Universalia, Quebec.

⁸ The new Corporate Score Card (CSC) and IDA 17 demonstrate more ambitious commitments to deepen gender integration into country strategies and operations. The new country strategy target requires that all country strategies to integrate gender in all three dimensions (analysis, actions, and the results framework), while the previous target only indicated that country strategies be drawn from a gender analysis. Similarly, the operations target is more ambitious. The Bank is now tracking operations that integrate gender in all three dimensions (analysis, actions, and M&E) with a target of 66 percent in FY17. On the other hand, the previous commitment only tracked operations integrating gender in at least one dimension, with the CSC target of 55 percent for all Bank projects and the IDA 16 RMS target of 60 percent.

⁹ While MIGA is not formally under the umbrella of the Gender CCSA, it is worth noting that as part of its updated Sustainability Policy and Performance Standards, MIGA committed in 2013 to strengthen integration of gender in its activities. MIGA expects its clients to minimize gender-related risks and unintended gender-differentiated impacts from the business activities it supports. MIGA also committed to track gender disaggregated indicators such as employment, education, health, and access to micro-finance for clients, and this data is now available in its 2014 portfolio.

¹⁰ World Bank. 2011. *World Development Report 2012: Gender Equality and Development*. World Bank, Washington, D.C.

¹¹ The social definitions of what it means to be female or male vary among cultures and change over time. Recently the concept of gender has been expanded to include *gender identity*, an individual's internal, personal sense of being male or female or some other gender, which may or may not coincide with their birth-assigned sex.

¹² Voice is the ability to speak up and be heard and to shape and share in discussions, discourse and decisions, while agency is the ability to make decisions about one's own life and act up them to achieve desired outcomes free of violence, retribution or fear.

¹³ World Bank. 2014. *Voice and Agency, Empowering Women and Girls for Shared Prosperity*. World Bank, Washington, D.C.

¹⁴ World Bank. 2014. *Voice and Agency, Empowering Women and Girls for Shared Prosperity*. World Bank, Washington, D.C.

¹⁵ Following WDR 2013, jobs are "activities that generate actual or imputed income, monetary or in kind, formal or informal, in agriculture, manufacturing and services. Beyond income, jobs confer a person's sense of identity, status, and self-confidence connections to others in communities and overall life satisfaction. Not all jobs contribute to individual well-being – the type of job, working conditions, contracts, benefits and safe and security at work all matter.

¹⁶ World Bank. 2011. *World Development Report 2012: Gender Equality and Development*. World Bank, Washington, D.C.; Buvinic, Furst-Nichols & Pryor. 2014. *A Roadmap for Promoting Women's Economic Empowerment*. United Nations Foundation, Washington, D.C.;

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¹⁷ *Gender at Work* Morton, Klugman, et al. 2014. *Gender at Work: A Companion to the World Development Report on Jobs*. World Bank, Washington, D.C.

¹⁸ Vanek et al. 2014. *Statistics on the Informal Economy: Definitions, Regional Estimates & Challenges*. WIEGO Working Paper (Statistics) No 2. Cambridge, USA.

¹⁹ *Gender at Work* Morton, Klugman, et al. 2014. *Gender at Work: A Companion to the World Development Report on Jobs*. World Bank, Washington, D.C.

²⁰ 2011. International Finance Corporation & Global Partnership for Financial Inclusion. *Strengthening Access to Finance for Women-Owned SMEs in Developing Countries*. Washington, D.C.

²¹ Food and Agriculture Organization. 2011. *The State of Food and Agriculture 2010-11*. FAO, Rome.

²² Cheryl Doss, Carmen Diana Deere, Abena D. Oduro, Hema Swaminathan, Suchitra J. Y., Rahul Lahoti, W. Baah-Boateng, L. Boakye-Yiadom, Jackeline Contreras, Jennifer Twyman, Zachary Catanzarite, Caren Grown, and Marya Hillesland. 2011. *The Gender Asset and Wealth Gaps: Evidence from Ecuador, Ghana, and Karnataka, India*. Bangalore: Indian Institute of Management Bangalore.

²³ Cheryl Doss, Carmen Diana Deere, Abena D. Oduro, Hema Swaminathan, Suchitra J. Y., Rahul Lahoti, W. Baah-Boateng, L. Boakye-Yiadom, Jackeline Contreras, Jennifer Twyman, Zachary Catanzarite, Caren Grown, and Marya Hillesland. 2011. *The Gender Asset and Wealth Gaps: Evidence from Ecuador, Ghana, and Karnataka, India*. Bangalore: Indian Institute of Management Bangalore.

²⁴ Hallward-Driemeier & Hasan. 2013. *Empowering Women: Legal Rights and Economic Opportunities in Africa*. World Bank. Washington. D.C.

²⁵ The first GIL was launched in the Africa region in 2011 and now supports over 40 impact evaluations across 20 countries on land rights, agriculture, private sector development, youth employment and voice and agency. The Latin American and Caribbean GIL has launched 15 impact evaluations in eight countries. In addition to impact evaluations on economic opportunity, one evaluation also looks at an issue of particular relevance for the region: teenage pregnancy. The South Asia GIL launched in FY14 with a focus on the underlying causes of female and male disadvantages in access to infrastructure services, labor force participation, and gender-based violence. Currently, the lab contributes to nine evaluations in Afghanistan, Bangladesh, India and Nepal. Of the other regions, which have yet to formally launch GILs, Europe and Central Asia has initiated an impact evaluation series on gender gaps in the region—especially looking at behavioral experiments related to gender equality in access to economic opportunities. Three impact evaluations now test interventions to effectively change mindsets of students and generate changes in their aspirations and effort and to assess how gender and ethnicity and gender and socio-emotional skills play a role in labor market discrimination and opportunities. In the Middle East and North Africa, three impact evaluations are testing whether provision of legal aid services can decrease obstacles women face in accessing justice services in Jordan, the effectiveness of internship programs for increasing employment among young women in Yemen, and how to best support young female entrepreneurs in Morocco.