

INVESTING IN **GENDER EQUALITY** FOR AFRICA'S TRANSFORMATION



AFRICAN DEVELOPMENT
BANK GROUP

QUALITY ASSURANCE
AND RESULTS DEPARTMENT
GENDER AND SOCIAL DEVELOPMENT
MONITORING DIVISION

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Abbreviations and acronyms

AfDB	African Development Bank
AfriSTAT	Sub-Saharan African Organization for the Development of Economic Studies and Statistics Systems
ALSF	Africa Legal Support Facility
CIDA	Canadian International Development Agency
CSP	Country Strategy Paper
EADI	African Development Institute
EDRE	Development Research Department
ESTA	Statistical Department in the Office of the Chief Economist
GDP	Gross domestic product
IPU	Inter-Parliamentary Union
OECD	Organisation for Economic Co-operation and Development
OITC	Infrastructure Transport and ITC Department
ONEC	Energy, Environment and Climate Change Department
ONRI	Regional Integration Department
OPEV	Independent Evaluation Department
OPSM	Private Sector and Microfinance Department
ORFS	Fragile States Department
OSAN	Agriculture and Agro-industry Department
OSGE	Governance, Economic / Financial Sector Reform Department
OSHD	Human Development Department
OWAS	Water and Sanitation Department
RD	Regional Department
REC	Regional economic commission
RMC	Regional member country
RISP	Regional Integration Strategy Paper
SIGI	Social Institutions and Gender Index
STEM	Science, technology, engineering, and math
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNITE	United Nations Campaign to End Violence against Women
UNWOMEN	United Nations entity for Gender Equality and Empowerment of Women





Foreword

Without gender equality,
there can be no
development.

This Gender Strategy is based on the reality that gender equality is integral to Africa's economic and social development and thus is a central part of the Bank's ambitious vision for Africa.

The vision includes creating opportunities for women, disadvantaged and marginalised people, and communities so they can participate in, and benefit from, the development of their communities and nations. It is this inclusive growth and social cohesion that will lead to peaceful, stable and vibrant societies.

Imagine an Africa where no African goes hungry and food security is no longer a challenge; imagine the African woman farmer who has access to her fair share of productive resources and agricultural inputs. Picture an Africa where young women and men do not lose their lives trying to escape poverty. An Africa where no woman who learns she is pregnant needs to be afraid she will die. Imagine an African woman who does not agonise about her legal status in society or question her right to own property, because Africa allows her to just be herself.

See an Africa where African women participate fully in decision-making, an Africa where women have easy access to knowledge because it has been brought closer to them, where women's skills are optimised and women's capacities tapped to engage in greater economic opportunities. Imagine a thriving environment in which women, and men, engage equitably in enterprise and public service

delivery; an Africa in which no African man, woman or child faces institutionalised insecurity and abuse.

We hold a vision of Africa in 2060: 90% of the working-age population have decent jobs; literacy rates have risen to 95%-100% for boys and girls; 95% of roads have been paved; 90% of the population have access to water and sanitation, food, health care and family planning, electricity, and decent, affordable housing where they can feel safe. Picture an Africa where African women and men are able to move freely on the continent without needing a visa, where they use one-stop border posts and spend 10 minutes at the border, rather than hours or days.

You may ask: Is this African dream achievable? The answer is a resounding YES. Africa has the resources to undertake such inclusive development and become a dynamic, diversified and competitive economic region in which poverty is eliminated and solidarity enhanced in peaceful, stable and vibrant societies. The Bank is committed to work toward this dream through greater and better integration of gender equality in all its programmes, projects and other initiatives.

Imagine an Africa in which no one is left behind!

Geraldine J. Fraser-Moleketi
Special Envoy on Gender
African Development Bank

Executive summary

It is widely recognised that gender equality is both a development goal in itself and a precondition for the achievement of other development outcomes; it is both a matter of human rights and a matter of development or “smart economics”. Gender equality can enhance economic growth and improve other development outcomes in three ways: (i) increasing women’s access to and control over resources can generate broad productivity gains, (ii) improving women’s and girls’ status improves many other development outcomes (health, nutrition, etc.), and (iii) crucially, women’s economic gains benefit not only themselves but also the next generation, magnifying the development impact.

For the past decade, Africa has experienced strong growth—an average of 5 percent a year—and it has made progress in reaching some of the Millennium Development Goals. Yet this economic growth has not automatically translated into increased well-being for everyone; African countries have missed opportunities to lift their women and men out of poverty. In Africa, inequalities between women and men are among the greatest in the world. African women and girls are among the world’s poorest, and they have the highest rates of illiteracy. Women’s participation in the formal labour sector is low, and in many parts of the continent discrimination against female entrepreneurs, workers and managers negatively affects their productivity and results in large disparities in income between women and men. Even in agriculture, which is heavily dominated by women, women’s productivity is 30 percent lower than men’s because women lack access to vital inputs. Unless Africa invests heavily in gender equality, it will neither sustain its growth nor meet its development goals.

In the coming years, as the world prices of minerals, metals and oil rise, Africa’s vast natural resources are expected to generate tremendous revenue streams, well above current budgets and GDP. Thus African countries have an

unprecedented opportunity to lift their people out of poverty. And there is an ideal window for the African Development Bank (AfDB, or the Bank) to provide financial, advisory and technical assistance to help African countries turn wealth into broad-based well-being and prosperity for all their people.

The African gender agenda projects a hopeful and powerful vision of a continent where women and men have equal rights: equal access to justice and protection; equal access to water, sanitation, energy, health, education and other public services; equal access to and control over productive resources; equal pay for equal work; and equal opportunities to benefit from wealth creation. The vision is for a transformed Africa where child and maternal mortality is low; where primary education is universal and girls and boys have equal opportunity to complete secondary and tertiary education; where young women and men have equal opportunities to acquire the skills Africa’s job markets need; and where women and men have equal opportunity to participate in decision-making, engage in economic activity, and build their continent.

To achieve this vision, the Bank Group’s Strategy 2013–2022 recognises the need to reduce gender inequalities by “strengthening women’s legal and property rights, promoting women’s economic empowerment, and enhancing knowledge management and capacity building” on gender equality. These priority areas, defined and agreed in broad consultations with African countries, form the pillars of the Bank’s Gender Strategy for 2014–2018. The focus of this strategy is twofold. First, it seeks to strengthen gender mainstreaming in all of the Bank’s country and regional operations and strategies. Second, it addresses the Bank’s own internal transformation to make it a more supportive, gender-responsive institution that values its female and male staff equally, protects them from discrimination and all forms of harassment and violence, and ensures a safe and preferred work environment that attracts the best professionals.

The external strategy

To align the Bank's priority sectors to Africa's needs and increase impact in regional member countries (RMCs), the Gender Strategy is based on three pillars.

■ Pillar 1: Legal status and property rights.

The Strategy identifies women's legal status and property rights as cornerstones of inclusive growth and gender equality. In this area the Bank will support gender-focused governance, legal reforms, secure land tenure for women farmers, reduction in gender-based violence, and a private sector and business climate that are open to women.

■ Pillar 2: Economic empowerment.

This pillar involves increasing women's access to and control over financial resources and services, leveraging infrastructure for gender equality, advocating for affirmative action in favor of women and women-owned businesses, increasing the productivity of women farmers

and facilitating their inclusion in the market, and providing women with skills training in science and technology.

■ Pillar 3: Knowledge management and capacity building.

In this area, the Bank will provide resources and technical assistance for knowledge management for gender equality, improve its own gender results reporting, build the capacity of its staff to promote gender equality in operations, support RMCs in building their capacity to promote and mainstream gender equality in policies and programmes, and produce better sex-disaggregated data and gender statistics.

The Bank will carry out the strategy through work in its five core operational priorities—infrastructure development, regional integration, private sector development, governance and accountability, and skills and technology—and the two cross-cutting areas of fragile states and agriculture.

The internal strategy

As the Bank works to help African countries address gender inequality, it will lead by example, demonstrating its high commitment to gender equality through internal transformation. It will focus on two areas, staffing and work environment.

■ Staffing.

In 2013, the share of female staff at the Bank stands at 38 percent, up slightly from 37 percent in 2012. Females constitute 27 percent of the managerial staff and of staff in the professional categories. In the Bank's general support category, 57 percent of staff are female. In the Young Professional Programme both genders are nearly equally represented. The Bank will continue to give special attention to staffing and diversity to ensure that both women and men have equal access to available positions in the Bank, including senior appointments. It will also develop a special mentoring programme for women professionals and managers and continue to learn from best practices.

■ Work environment.

To build a gender-responsive institution, the Bank will provide a work environment that attracts and retains the best female and male professionals, adopting innovative solutions that respond to the special needs and circumstances of women and men. The Bank will (i) promote family-friendly policies such as job sharing to help women returning to work after maternity leave and both men and women who have responsibility for caring for children or elderly/disabled relatives; (ii) provide assistance for travel for breastfeeding mothers; (iii) review the paternity and maternity leave arrangements to ensure that they are in line with global best practice; (iv) create a gender-sensitive environment by making available such amenities as nursing rooms, adequate parents' rooms and creches; (v) review rules on family members working for the Bank, to develop a family-friendly policy that benefits both men and women; (vi) commit to work-life balance and put in place measures to promote it; and (vii) promote telecommuting to support staff who have to be away from the duty station.

Implementation

The Bank will put in place several measures to help ensure the implementation of the external stream of the Gender Strategy. It will make regional and country-level gender assessments a priority, ensuring that they inform regional and country-level strategy work and the design and implementation of operations. It will develop (i) operational procedures and milestones to guide all Bank staff through the stages of project development and implementation, and (ii) sector-specific gender mainstreaming guidelines in the operational priority areas and special areas of emphasis of the Bank Group's strategy. The operational procedures will establish a common framework for ensuring gender mainstreaming and expected outcomes, and the sector-specific gender mainstreaming guidelines will provide a unified approach to promoting gender equality through the Bank's operations. The Bank will increase the number of gender specialists and improve their deployment, so that they are available to contribute to stronger country and regional programming. It will scale up capacity building for both Bank and member country staff, and it will strengthen its knowledge about gender inequality and ways to address it.

The Bank also plans measures to ensure the implementation of the internal stream of the Gender Strategy. It will establish a compliance mechanism to ensure that Bank staff meet the standards and milestones established for gender mainstreaming; this mechanism will establish modalities to regularly monitor and measure gender indicators through service contracts and the key performance indicators and results framework. It will institute mandatory training on gender equality to ensure that all staff—existing and new, from senior management down—have the knowledge and understanding to promote the Bank's policies on and reinforcement mechanisms against sexual harassment and gender discrimination. To create greater ownership of the promotion of gender equality in the Bank, and to increase support for gender mainstreaming among staff who are not gender specialists, the Bank will put in place a network of gender champions who will advocate for the promotion of gender equality in the Bank and increase ownership of the Gender Strategy by driving implementation in their departments.

Finally, to support implementation of the strategy, the Bank will develop and strengthen strategic partnerships both inside and outside Africa.

Monitoring and evaluation of results

The Bank will carefully monitor its operations and will collect gender equality results across all sector operations and at country level to measure progress in (i) the number of gender-mainstreamed projects, and (ii) gender outcomes. The results framework for the strategy, with specified activities, results and performance indicators, will capture project results at the country level and across sectors. These results will be consolidated across sectors to measure progress in each of the three gender pillars. To ensure that the implementation of the gender strategy is treated as a corporate responsibility, the framework will be complemented by three-year rolling action plans and budgets, informed by the Bank's general budgeting process and developed in

close collaboration with the concerned complexes and sectors/departments.

Implementation will be monitored through sex-disaggregated indicators in the Bank's regular Results Monitoring Framework. Indicators that are not collected regularly as part of the Bank's Results Measurement Framework will be collected for the midterm (December 2016) and completion reviews of this strategy. When baseline data are not available, they will be provided by studies that are part of the results framework. In addition, each year the Bank will report on the gender dimension of quality-at-entry and gender equality results reporting at project/programme completion.

Conclusions

This Gender Strategy is a milestone for the Bank. It will facilitate the elaboration of a clear road-map outlining key targets and further milestones that sets the framework for a comprehensive plan and work programme. This juncture is critical to realising the Bank's Strategy for 2013–2022 and putting in place the foundations for the wider Africa at 50 vision. Key to achieving the Bank's goals is the mainstreaming of gender through gender-sensitive and gender-responsive programming

and interventions. The departure from the past that marks this strategy as different is recognising not only that gender equality is a human right, but that development will not happen unless women are fully included in the process. By laying the foundation for transformation and culture change, the Bank commits itself to greater and better integration of gender equality in all its programmes, to best support Africa in sustaining its growth and meeting its development goals ■

Introduction

It is widely recognised that gender equality is both a development goal in itself and a precondition for the achievement of other development outcomes; it is both a matter of human rights and a matter of development or “smart economics”. Yet, as a number of reports have documented,¹ there are many places where gender inequality remains a significant constraint to economic growth and poverty reduction. In many societies women and girls do not have the same rights, responsibilities, opportunities, and access to services as men and boys. And many men and boys are not aware of their responsibility to ensure gender equality.

Gender equality is a key driver of inclusive smart economics—it can enhance economic growth and social progression and improve other development outcomes in three ways: (i) increasing women’s access to and control over resources can generate broad productivity gains, (ii) improving women’s and girls’ status improves many other development outcomes (health, nutrition, etc.), and (iii) crucially, women’s economic gains benefit not only themselves but also the next generation, magnifying the development impact.

It has been shown that there is a correlation between women’s education and gainful employment and family well-being. When women control a larger share of household income, spending changes in ways that benefit children—providing better nutrition, more years of schooling and greater academic achievement. Therefore, the persistence of gender inequality must be viewed as negative not only in its own right but in terms of economic and social progress.

For the past decade, Africa has experienced strong growth rates—an average of 5 percent a year—and has made progress in reaching

some of the Millennium Development Goals. Yet this economic growth has not automatically translated into increased well-being for everyone; African countries have missed opportunities to lift their women and men out of poverty. Indeed, poverty in Africa has deepened: today over 50 percent of Africans live in poverty, and it is projected that as many as 85 percent could be living in poverty by 2025. This suggests the need to pursue human development opportunities for women and men through good policies and sustained investments.

In Africa, inequalities between women and men are among the greatest in the world. African women and girls are among the world’s poorest, and they have the highest rates of illiteracy. Women’s participation in the formal labour sector is low, and in many parts of the continent discrimination against female entrepreneurs, workers and managers negatively affects their productivity and results in large disparities in income between women and men. Even in agriculture, which is heavily dominated by women, women’s productivity is 30 percent lower than men’s because women lack access to vital inputs. Unless Africa invests heavily in gender equality, it will neither sustain its growth nor meet its development goals.

As the world prices of minerals, metals and oil rise, Africa’s vast natural resources are expected to generate tremendous revenue streams, well above current budgets and GDP. Thus African countries have an unprecedented opportunity to lift their people out of poverty. And there is an ideal window for the African Development Bank (AfDB, or the Bank) to provide advisory and technical assistance to help African countries turn wealth into broad-based well-being and prosperity for all their people.

¹ See, for example, *World Development Report on Gender Equality and Development* (2012) by the World Bank, *Closing the Gender Gap: Act Now* by the Organisation for Economic Co-operation and Development, and *Gender, Poverty and Environmental Indicators on African Countries* (2013) by the African Development Bank.

Gender equality in Africa's transformation: A vision

The Bank Group's Ten-Year Strategy 2013–2022 seeks to support Africa's transformation to a prosperous continent where wealth translates to well-being for women and men alike. The strategy sets out five core operational priorities for the Bank's work—infrastructure development, regional integration, private sector development, governance and accountability, and skills and technology—and establishes three areas of special emphasis: fragile states, agriculture and food security, and gender.

The African gender agenda projects a hopeful and powerful vision of a continent where women and men have equal rights: equal access to justice and protection; equal access to water, sanitation, energy, health, education and other public services; equal access to and control over productive resources; equal pay for equal work; and equal opportunity to benefit from wealth creation. The vision is for a transformed Africa where child and maternal mortality is low; where primary education is universal and girls and boys have equal opportunity to complete secondary and tertiary education; where young women and men have equal opportunity to acquire the skills Africa's job markets need; and where women and men have equal opportunity to participate in decision-making, engage in economic activity, and build their continent.

To achieve this vision, the Bank Group's Gender Strategy recognises the need to reduce gender inequalities by “strengthening women's legal and

property rights, promoting women's economic empowerment, and enhancing knowledge management and capacity building” on gender equality. These priority areas, defined and agreed in broad consultations with African countries, form the pillars of the Bank's Gender Strategy for 2014–2018. The Bank is committed to contributing to the realisation of this vision through work on two tracks: (i) an external transformation into a development partner that effectively uses gender dimensions to leverage more sustainable developmental interventions for the benefit of beneficiaries and other stakeholders in its regional member countries (RMCs), and (ii) an internal transformation into a supportive, gender-responsive institution that values its female and male staff equally, protects them from discrimination and all forms of harassment and violence, and ensures a safe and preferred work environment that attracts the best professionals.

The Gender Strategy was developed in response to reviews and evaluations of previous gender action plans,² including the review of the Updated Gender Plan of Action 2009–2011; all these reviews concluded that the Bank needs to devote more efforts and resources to promoting gender equality in all its operations. It also draws on the results of staff questionnaires (see Box 1) and external consultations, which included face-to-face meetings with key stakeholders from across the continent, held in Rwanda (for Anglophone participants,

Box 1: Consultations with operational departments in headquarters and field offices

Between October and December 2012, staff in operational departments and field offices were requested to respond to two questionnaires, one on the challenges of promoting gender equality in RMCs and one on mainstreaming gender in Bank operations. The following points emerge strongly from the responses:

Constraints

- Lack of gender expertise in field offices to participate effectively in donor groups and to advise governments.
- Lack of funds to add value to operations with gender components or initiatives, such as technical assistance.
- Lack of results reporting on gender, leading to weak advocacy.

- Insufficient focus on women in fragile states.
- Insufficient capacity building in field offices.

Conclusions

- Guidelines and training do not replace having dedicated gender specialists in operations.
- Sufficient human and financial resources are needed for effective gender mainstreaming and capacity building in headquarters, regional resource centers and field offices.
- Sector strategies and programme-based lending are strategic entry points for gender mainstreaming.
- The priority areas must be the Bank's core sectors, which have not performed well with regard to gender mainstreaming.

2 CIDA 2008; African Development Bank 2008a, 2011a, 2011b.

October 2012) and in Tunisia (for Francophone participants, November 2012). These stakeholder consultations provided an opportunity to reflect candidly on the challenges and opportunities in addressing gender mainstreaming. The Gender

Strategy seeks to revitalise the policy principles set out in the Bank's Ten-Year Strategy and the Gender Policy (2001), by realigning the Bank's approach to gender equality to the specific needs of RMCs, to best support Africa's transformation agenda.

The status of gender equality in Africa

Africa lags behind other developing regions in poverty reduction. In 2010, for example, the share of poor people stood at 15.8 percent worldwide but 50 percent in Africa. Unemployment remains alarmingly high; for example, among African youth alone, unemployment has remained at 13.4 percent overall for the last 10 years³. GDP growth has failed to reduce gender disparities; and when half of the population cannot contribute appropriately to the creation of wealth, the continent's growth is significantly hindered.

The Organisation for Economic Co-operation and Development (OECD) has developed a Social Institutions and Gender Index (SIGI) that measures the degree to which social institutions act as inhibitors of gender equality. African countries generally receive medium to high inequality scores on the SIGI. Of the 43 African countries included in the index, over half have registered poor performance in integrating gender equality⁴.

Some areas of the law, such as family laws governing marriage, divorce, inheritance, and land

rights, limit women's economic rights, hindering their economic and social decision-making and restricting their ability to enter into contracts or to own, administer, or inherit assets and property (see Box 2). By limiting women's options and alternatives, such laws hinder their ability to contribute as economic and social actors to Africa's development.

Gender inequalities are exacerbated by RMCs' weak institutional structures, particularly among the institutions that are mandated to promote gender equality (such as ministries for women), and by the scant availability of reliable gender statistics for evidence-based planning.

Box 3 shows a snapshot of the state of gender equality in Africa. Compared to other regions, Africa has made significant progress in terms of women's participation in the labour force. For example, 61 percent of women in sub-Saharan Africa participated in the labour force in 2009, compared to a world average of 52 percent⁵. Nonetheless, gender gaps in employment remain high in terms of pay; labour segregation, with women dominating informal

Box 2: Widows' battle to inherit land and other property: The case of Côte d'Ivoire

Most African women are disadvantaged when it comes to land ownership. In Côte d'Ivoire, for example, the marriage law specified that the husband was the head of household in charge of land and other assets. When the husband died, the land passed to male relatives, leaving the widow without a plot to grow food for the family.

The government of Côte d'Ivoire changed the law to say that husband and wife are joint heads of household with joint property rights. This means that in the law today there is no longer a distinction between men and women in terms of acquisition of property.

Changing the law was the first step. It will need to be followed up by sensitisation and education because, especially in rural areas, custom and social norms still dictate that women are the "property" of men. Women all over Africa remain disadvantaged like the women of Côte d'Ivoire, both in statutory and in customary law.

Source: BBC News, 12 June 2013.

3 UNECA 2011.
4 www.genderindex.org
5 World Development Report 2012.

Box 3: A snapshot of the state of gender equality in Africa

Legal status and rights

- Close to half of all sub-Saharan African countries designate the husband as head of the household, restricting the legal status of married women.
- Up to 15 percent of sub-Saharan African countries limit women's choice of the matrimonial home, and up to 30 percent restrict married women's exercise of trades and professions.

Labour force participation

- Between 2000 and 2010, average female labour force participation rates were high throughout Africa, except in North Africa and in a few sub-Saharan countries. The highest rates were 90.7 percent in Burundi, 86.7 percent in Tanzania, and 85.8 percent in Rwanda. The lowest rates were 23.1 percent in Egypt, 23.9 percent in Libya, and 24.7 percent in Tunisia.
- In sub-Saharan countries women dominate the agricultural labour force, particularly as unpaid family labour. In most countries 40–60 percent of people who were economically active in agriculture in 2010 were women, with a high of 67.3 percent in Lesotho.

Entrepreneurship and private sector

- Half of those who are self-employed are women, but only a quarter of employers are women.
- Female ownership of firms ranges from a low of 4.2 percent in Eritrea to a high of 61.7 percent in Côte d'Ivoire.

Work burden

- Women's workdays are up to 50 percent longer than men's, and the female/male ratio in productive activities that are not part of national accounts is as high as 4.7 in Madagascar and 3.04 in South Africa.

- In Mozambique, rural Senegal, and Uganda, women spend on average 15–17 hours per week collecting water. One estimate suggests that some 40 billion hours a year are spent collecting water in sub-Saharan Africa—a year's labour for the entire workforce of France.

Human development

- Maternal deaths are a major problem in Africa, with the 2000–2010 average maternal mortality rates ranging from 36 per 100,000 live births in Mauritius and 60 in Tunisia, to 1,000 in Guinea-Bissau, and 1,200 in Chad and Somalia.
- Between 2000 and 2010, the average primary completion ratio (the number of girls per 100 boys who complete primary education) ranged from 43 in Chad, 54 in Benin, and 56 in the Central African Republic to 110 in Botswana, 112 in Namibia, and 145 in Lesotho.
- According to the latest data available from demographic and health surveys, experience of sexual violence ranges from 7 percent of women and girls in Nigeria and Mali to 31 percent in Uganda and 33 percent in the Democratic Republic of Congo.

Participation in decision-making

- In 2013 Rwanda had the highest percentage of female parliamentarians in the world (63.8 percent). The Seychelles (43.8 percent), Senegal (42.7 percent), South Africa (42.3 percent), Mozambique (39.2 percent), and five others, (Angola, Burundi, Uganda, Tanzania and Algeria) were also among the 30 countries worldwide with female representation above 30 percent.
- Comoros has the lowest representation of women in parliament in Africa (3 percent). Other countries with less than 10 percent representation are Swaziland (6.2 percent), Nigeria (6.7 percent), Congo (7.4 percent), Gambia (7.5 percent), Botswana (7.9 percent), Benin (8.4 percent) and Democratic Republic of Congo (8.9 percent).

Source: A number of sources compiled in African Development Bank 2012b; Hallward-Driemeier and Hasan 2012; World Bank 2012; www.iup.org.2013

sector employment; and vulnerable work⁶ as a share of total employment—in 2011 it was 84 percent for women and 69.5 percent for men in sub-Saharan Africa, and 56.7 percent for women and 35 percent for men in North Africa.⁷ The informal sector plays a very important role in African economies, contributing a substantial part of the continent's GDP and labour force.⁸ Removing the hurdles women face in their economic activities, which are

mainly concentrated in the informal sector, will help boost economic opportunities and unlock potential for economic growth.

One area where Africa is leading in relation to world averages is in women's political participation. Seventeen countries in Africa now have quotas for women's political participation at the national or subnational level⁹. As a result, of the 30 countries

6 In vulnerable work, workers are less likely to have formal work arrangements; they often lack decent working conditions, adequate social security, and "voice" through union representation. Such work is also characterized by low earnings.

7 African Development Bank et al., 2011. Also see reports demonstrating gender gaps in employment in Mali and Botswana: Alice Nabalamba and Leslie Fox 2011 and African Development Bank 2011a.

8 It has been suggested that the informal sector contributes about 55% of GDP of sub-Saharan Africa and 80% of the labour force. However, since informal activities often stay invisible, these are estimates only. See African Development Bank, 27 March 2013 on www.afdb.org/

9 OECD 2012, p. 9 and 10.

in the world that have at least a 30 percent representation of women in national parliaments, 10 are African countries; and Rwanda broke all records in 2013, with a full 63 percent of its parliamentarians women. By comparison, only one Asian country, Nepal, has a representation over 30 percent. Africa has also made great strides in education, rapidly closing gender gaps—particularly in primary education—in many countries, though still lagging behind other regions of the world. However, these advances have not improved women's economic empowerment, and they have not substantially altered women's lack of decision-making capacity in the household.

It is well known that infrastructure can promote growth in low-income countries by increasing productivity and attracting private investment; but it can also help empower women. It has been shown that access to infrastructure may have significant positive impacts on how women allocate their time—for example, the provision of affordable infrastructure for water, food, and energy reduces the time women need to spend fetching water and wood, freeing their time for more productive market activities and thus promoting growth. Data from 25 sub-Saharan African countries show that women in those countries spend 16 million hours each day

in fetching water, while men spend 6 hours and children 4 hours.¹⁰ Africa lags behind in the provision of clean water and decent sanitation, electricity and transport. Thus, efforts to address the state of infrastructure in Africa will help address gender equality and growth.

Gender equality is a concept that covers more than addressing women's status—rather, it refers to eliminating any inequalities between the sexes. Men and boys can also face disadvantages. In many instances they engage in risky behaviours that are damaging to themselves and their communities. In Lesotho and the Seychelles¹¹, for example, girls are overtaking boys in enrollment and performance in secondary and tertiary education because social norms and expectations discriminate against boys' educational attainment. In other parts of Africa, such as the Democratic Republic of Congo, cultural norms of masculinity place young men at risk of being either victims or perpetrators of gender-based violence, including the risk of being violated by other men¹². Therefore, it is important to recognise that while gender equality often involves addressing discrimination or disadvantage against women and girls, discrimination or disadvantage against men and boys must also be tackled to make gender equality a reality.

The status of gender equality in the Bank

The promotion of gender equality in the Bank has in the past focused on the operations of the Bank and not on its internal transformation. The two objectives of the Gender Policy (2001) are to promote gender mainstreaming in Bank operations and support RMCs' efforts to attain gender equality. Thus the Policy, the Gender Action Plan and the updated Gender Action Plan addressed gender equality only in the Bank's operations. Yet effective mainstreaming of gender requires more than technical work on the project cycle; it will require a gender-responsive organisational culture in which all Bank staff demonstrate their commitment to advance gender equality in their daily work and interactions.

The Bank does not have a mechanism to ensure compliance with its policy on gender equality. Gender mainstreaming has therefore been treated as an "optional extra", often addressed superficially and dependent on the conviction of individual task managers. The Gender Division carries out training on gender mainstreaming, but the courses are targeted mainly to task managers—yet gender mainstreaming is the responsibility of all staff.

Female professional staff members remain in the minority at the Bank. As of September 2013, women made up only 38% of Bank staff, and the share of women in the professional category had fallen to 27% from 28% in 2012. Over the past year the percentage

10 United Nations 2012. The Millennium Development Goals Report, p. 54.

11 See, for example, Geisler and Pardiwalla 2010.

12 See, for example, Eriksson Baaz 2009.

of women holding the position of Advisor to Vice President has increased from 43% to 56%, and the percentage of Senior Advisors has increased from 32% to 47%. The percentage of female Resident Representatives and Directors is still low, but has increased from 29 to 31% and from 16% to 17%, respectively. Mentorship opportunities, which would support women in attaining possible promotions and other career development prospects, have not been regularly prioritised for incoming or existing female staff.

While the core of the Bank's work lies in operations, only a small share of female professional staff work in the operational complexes because of the demands

of the work, which are often viewed as being dictated by "male-dominated norms". Throughout the Bank, female staff have at times felt they had to choose between personal/family responsibilities and professional duties. The retention of female staff has therefore been compromised at times by the lack of institutional flexibility to accommodate their personal or family circumstances.

Cases of gender-insensitive behavior towards women and men have been reported and filed, but they are rarely investigated seriously; worse, stigma may be attached to an alleged female victim who files a complaint.

The Bank's experience and lessons learnt

The Bank has been promoting gender equality in its operations for more than two decades, moving from a women-focused to a gender (both women and men) mainstreaming approach in line with other multilateral development banks. In 2001 the Bank adopted a Gender Policy, confirming a gender approach that was then operationalised in two consecutive gender action plans. Over the years, the Bank has worked to optimise its efficiency and outreach in this area through various institutional changes concerning the number and placement of gender specialists and units dedicated to promoting gender equality. Initiatives such as the Gender Working Group, which President Kaberuka established in 2009 to advise on ways to strengthen gender mainstreaming in the Bank and in member countries, and the President's Prize for Good Practice in Gender Mainstreaming, which the Working Group recommended, affirmed the Bank's commitment to promoting gender equality in Africa¹³. Unfortunately, the implementation of these noteworthy efforts has not continued to the present.

The creation of a dedicated Gender Division in 2010 opened new opportunities to institutionalise gender mainstreaming and promote gender equality in the Bank and RMCs. The division has facilitated communication on gender equality across complexes, increased dialogue with senior

management, and opened up an opportunity to review and revitalise policy and programmes. These efforts have had notable results. From 2011 to 2012 the percentage of newly approved projects that were rated as having mainstreamed gender in a satisfactory manner increased from 38% to 67%¹⁴. In 2012, the Bank also won the prestigious U.S. Treasury Award for its commitment to gender equality, inclusion, and fragile states, for a project in Côte d'Ivoire that addresses the effects of gender-based violence in a holistic manner.

In 2012 the AfDB evaluation department reviewed gender mainstreaming in several multilateral development banks—including AfDB itself—and donor agencies. The study concluded that (i) because institutional leaders provide no consistent support for the implementation of gender mainstreaming policies, there is "policy evaporation"; (ii) the absence of accountability mechanisms for gender mainstreaming in most organisations has resulted in limited results; (iii) insufficient financial and human resources have hampered effective mainstreaming of gender in most organisations; and (iv) inconsistent approaches to monitoring and reporting on gender results have hampered results reporting and learning¹⁵. Internal evaluations and reviews carried out in 2011 and 2012 noted that the Bank would improve gender equality results by

¹³ See a more detailed account of Bank initiatives on gender in African Development Bank 2013d, pp. 5-10.

¹⁴ African Development Bank 2013, 2013c.

¹⁵ AfDB 2012.

Box 4: Lessons learnt from the review of the Updated Gender Plan of Action

- The broad approach, ambitious targets, and absence of a clear strategic direction resulted in unsystematic and uncoordinated implementation.
- Weakness in the design of country strategies led to missed opportunities to promote gender equality.
- Gender mainstreaming must be an integral part of the Bank's established mechanisms, systems and procedures.
- Strong partnerships with key actors are needed for better resource mobilisation, sharing of experiences and leveraging of comparative advantages.

Source: African Development Bank 2012c.

promoting the area as a corporate responsibility (Box 4 summarises other lessons from these reviews). They also noted that while the Bank had made considerable progress in institutionalising gender equality and mainstreaming the gender dimension through quality at entry, important improvements were needed on the implementation side, in both the Bank and RMCs, to achieve better gender equality results¹⁶.

Today, the Bank needs to apply gender mainstreaming across all sectors, taking into

account specific sector considerations. In projects approved in 2009 and 2010, only 31 percent of public sector projects were considered satisfactory in applying gender criteria; the quality of gender mainstreaming in project design was weak in the Bank's core operational areas of energy and transport, and strongest in the water and sanitation sector (see Table 1). The governance sector has also shown very weak gender mainstreaming, with only 16 percent of projects/programmes mainstreaming gender in a satisfactory way in 2012¹⁷.

Table 1: Ratings for mainstreaming gender in project design (2009–10)

Sector	Number of projects reviewed	Projects rated satisfactory or highly satisfactory for gender (%)
Agriculture	18	22.2
Human development	15	66.7
Energy	15	6.7
Transport	25	12.0
Water and sanitation	18	55.6
Total	91	30.8

Source: African Development Bank, 2010.

Furthermore, a review of gender equality results for a sample of 68 public sector projects completed between 2009 and 2011 found that while 56 percent reported some gender equality results, only 11 percent reported having made significant contributions to gender equality¹⁸. Health, fisheries, and education projects achieved the most, and transport and financial reform projects the least in terms of gender equality

results (Table 2). This would suggest that improving gender results will require sustained attention to gender mainstreaming during the implementation phase.

The Bank's experience with work on gender equality yields the following lessons for successfully implementing the Gender Strategy. They are in line with the Bank Group's Ten-Year Strategy.

¹⁶ African Development Bank 2012c.

¹⁷ AfDB 2013 (internal ORQR.4 document).

¹⁸ African Development Bank 2012b. A significant contribution is when the completion report shows that the project achieved more than one gender equality outcome or output in terms of its design/log frame, addressing the specific needs of, or barriers faced by, the disadvantaged gender.

Table 2: Ranking of sectors by gender equality results (2009–11)

Sector	Average gender equality rating
Health	2.67
Fisheries	2.67
Education	2.56
Irrigation	2.50
Crop production	2.33
Poverty reduction	2.40
Water and sanitation	1.80
Transport	1.20
Financial reform	1.00

Note: Rating is based on a scale of 1 (poor) to 3 (good).
Source: African Development Bank 2012d.

- Operational approaches for gender mainstreaming should be guided by the strategic priorities and core operational areas, which reflect the Bank's comparative advantage.
- Successful gender mainstreaming requires having gender specialists operating at both policy and operational levels in the Bank's decentralised structure.
- Capacity building for gender mainstreaming needs to be systematic and continuous and reach all Bank staff, including senior management, as well as representatives/institutions of RMCs.
- Dedicated resources for gender mainstreaming are needed to better leverage the support of task managers, partners and stakeholders in RMCs in country and regional programming, project design and implementation.
- Measures such as the gender dimension of quality-at-entry have had a noticeable effect in improving gender mainstreaming at the design stage. Improved operational approaches and incentives (awards, performance-based incentives, additional resources to leverage good practice in projects, etc.) are likely to further improve performance, if offered with support and training.
- The Bank's work on gender equality has been outward-looking, seeking mainly to support RMCs in adopting and implementing good policies and to increase financing for achieving gender equality. However, it will be very valuable if the Bank leads by example, demonstrating its high commitment to gender equality through internal transformation ■

The Gender Strategy 2014–2018

Objectives

The overall objective of the Gender Strategy 2014–2018 is to operationalise the Bank's commitment to gender equality as espoused in the Bank's Ten-Year Strategy 2013–2022, guiding the Bank to effectively integrate gender equality into its operations and promote gender equality in Africa. The Bank will thus contribute to inclusive growth and social progress by broadening opportunities for women and men to participate equally in, and benefit from, the creation of wealth. The strategy is anchored in the Bank's overall vision of supporting Africa's transformation into a competitive, diversified, integrated, and prosperous continent, fully participating in global trade and investment—a continent whose high-quality growth creates more employment opportunities for all, especially women and youth.

The focus of this strategy is twofold. First, it seeks to strengthen gender mainstreaming in sectors that represent the Bank Group's five core operational priorities and the two cross-cutting areas of fragile states and agriculture. Second, it seeks to further the Bank's own internal transformation to make it a more gender-responsive institution.

The external strategy

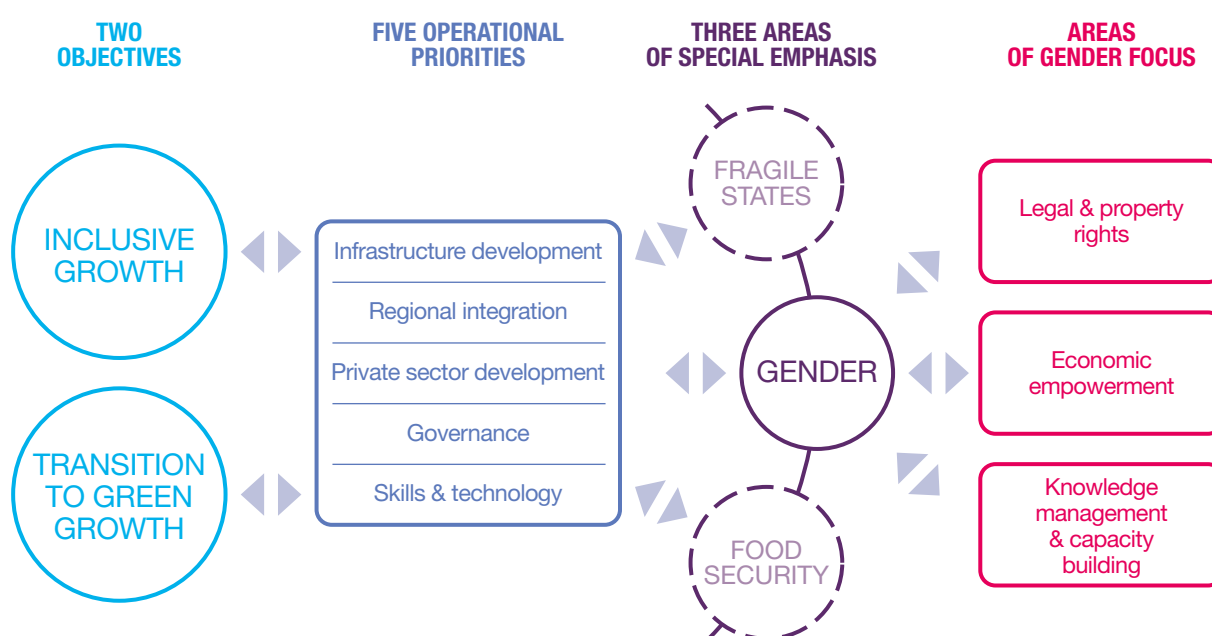
To align the gender agenda and the Bank's core operational priorities with Africa's needs and increase impact in RMCs, the Bank will focus on three mutually reinforcing pillars:

- **Pillar 1:** Legal status and property rights
- **Pillar 2:** Economic empowerment
- **Pillar 3:** Knowledge management and capacity building

These three pillars are informed by a broad stakeholder consensus about the key interventions that the Bank should undertake to help the continent improve gender equality. They are in line with the experience the Bank has gained through operations, and with the results of diagnostic studies. They are also aligned with the Bank's Ten-Year Strategy 2013–2022 (see Figure 1).

which severely constrains their voice, their ability to make decisions freely and act on them, and their opportunities for economic empowerment. Through investments in infrastructure, regional integration and private sector development, this pillar will support gender-focused governance, secure land tenure for women, legal reforms, reduction in gender-based violence, and a private sector and business climate

Figure 1: The interface between the Bank's Ten-Year Strategy 2013–22 and the Gender Strategy 2014–18



Pillar 1: Legal status and property rights

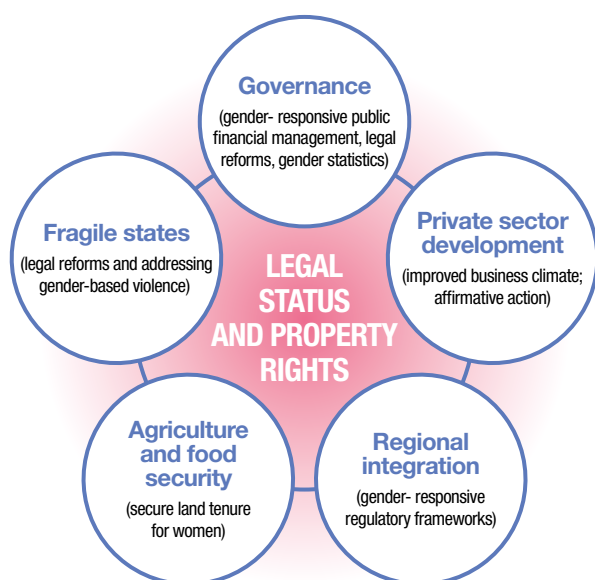
Complex factors hinder progress on gender equality in Africa. There are gender gaps in legal rights, economic and social empowerment, health status and education. Closing these gaps requires countries to have appropriate legal, policy and institutional frameworks that are effectively translated into government directives, budgetary allocations, institutional arrangements, bureaucratic procedures and monitoring standards, and innovative initiatives with the necessary technical and financial resources. It is also critical to institute the cultural change and mindset to accommodate these measures.

Promoting women's legal status and property rights addresses the biggest challenge that women face on the African continent—the lack of personal rights and rights to own property, especially land,

that are open to women. The Bank will assist RMCs in undertaking legal, policy and institutional reforms through policy dialogue, advocacy, and partnerships. This section describes how the Bank will address women's legal and property rights through its work in the strategic priority areas (see Figure 2).

Through **governance operations**, the Bank will contribute to inclusion and accountability by supporting stronger institutions and the institutionalisation of gender-sensitive governance. It will contribute to improving frameworks/policies that enable gender equality and promote gender-responsive budgeting, public financial management, accountability and transparency. The Bank will promote justice sector reforms that protect and advance women's rights and reduce gender-based violence. It will advocate for legal reforms and the harmonisation of civil and

Figure 2: Addressing women's legal status and property rights through the Bank's strategic priority areas



customary laws. It will also support the collection and use of robust sex-disaggregated databases and gender statistics in policy planning and results measurement. In collaboration with civil society and other partners, the Bank will advocate upholding women's constitutional rights, promoting women's participation in decision-making, and ending gender-based violence.

Through **private sector programmes**, the Bank will work to “level the playing field” for women and improve their economic opportunities and incomes, thus enhancing their social status and social capital within their communities. It will work with RMCs to improve the general business climate and reduce the barriers in labour policies and land rights that female entrepreneurs and workers in the private sector face.

The Bank will also advocate for affirmative action in favor of women, women-owned businesses, and women's participation in the private sector (in the formal economy, on corporate company boards, etc.). In addition, it will provide relevant infrastructure, such as feeder roads and marketplaces with gender-responsive design features.

As part of **regional integration programmes**, the Bank will work with RMCs and regional economic communities to promote women's entrepreneurship opportunities through legal reform and gender-responsive regulatory frameworks. It will also promote services to support female cross-border traders—banking and currency exchange services, simplified visa protocols, and training on trade agreements and other relevant subjects.

Land rights are one of the major drivers of gender inequality in Africa, and at the same time secure land tenure constitutes an important means to achieve women's economic empowerment. In **agricultural programmes**, the Bank will strengthen its support for women's land tenure security as part of country dialogue on legal reforms and, in its operations, by negotiating better tenure security for women farmers in the project area (Box 5 describes the success of one such programme). Opening the possibility for African women farmers to enjoy secure land tenure and land rights will have a multiplier effect on food security, increasing yields and promoting women farmers' move from subsistence to commercial agriculture. These changes in turn could increase women's voice and agency and their economic empowerment, improving development outcomes for their families.

In operations and country dialogue in **fragile and conflict-affected states**, the Bank will advocate for legal reforms and the harmonisation of civil and customary laws to improve women's legal

Box 5: The Rwanda Land Tenure Regularisation Programme

The Rwanda Land Tenure Regularisation Programme has facilitated joint titling of land and increased ownership of land by women. Greater security of tenure has provided a foundation for investment in soil conservation. The change in investment in such soil conservation structures as bunds, terraces, and check dams was about 10 percentage points among households affected by the programme—about double the change among households in the control group. The estimated effect of land tenure regularisation on such investment by female-headed households (an increase of 19 percentage points) is double that by male-headed households. This suggests that low tenure security for women was an obstacle to investment and that increasing women's tenure security and formalising rights that they may have enjoyed on an informal basis have increased investments and yields.

Source: Ali, Deininger, and Goldstein 2011.

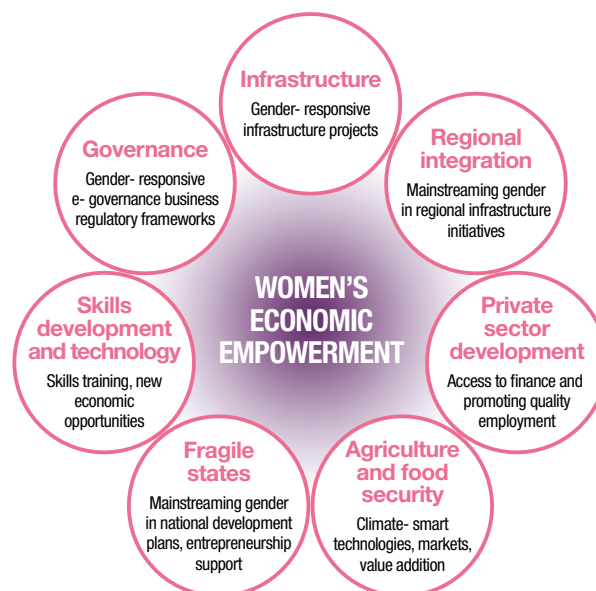
status and property rights. Through its strategic partnerships with specialised agencies such as the UN system, the Bank will also support efforts to prevent and combat gender-based violence, which is particularly prevalent in fragile and conflict-affected areas.

Pillar 2: Economic empowerment

Differences in legal and social status between men and women and the traditional division of labour in the household affect women's ability to take advantage of economic opportunities through labour force participation or entrepreneurship. Women need to have a level playing field with regard to their opportunities to engage in economic activities and earn income. This section describes how the Bank will address women's economic empowerment through its work in the strategic priority areas (see Figure 3).

In **infrastructure**, the Bank will place greater emphasis on rehabilitating and building new facilities to increase access to clean water and decent sanitation, which will reduce women's travel time and will free their time for other productive activities. Bank-financed infrastructure projects will promote affirmative action to increase women's engagement in project design and project-related employment, and the participation of women-owned businesses in the procurement of works and services. Road projects will be designed to reduce the incidence of sexual exploitation; abuse and violence; sexually transmitted diseases, including HIV/AIDS; and the unsupported parenthood that is occasioned by the high influx of male workers into communities during road projects (see Box 6). Electrification of rural areas will promote processing of agricultural products, adding value and reducing post-harvest losses. Support to gender-responsive ICT and digital initiatives will promote increased access by women to government services through

Figure 3: Addressing women's economic empowerment through the Bank's strategic priority areas



e-government initiatives and will also allow them greater access to markets and to relevant information. The Bank will target ongoing initiatives such as the Programme for Infrastructure Development in Africa and the Presidential Infrastructure Champion Initiative to increase its focus on regional and national infrastructure development programmes and their benefits for women. The Bank will ensure that these initiatives deliver gender-sensitive infrastructure and related facilities and services that support women's economic empowerment.

Through **regional integration** work, the Bank will seek to improve cross-border trade, especially in agriculture, which will particularly benefit women, who form the majority of agricultural traders. A focus on gender-responsive free trade agreements will increase women's participation in the labour

Box 6: The Nacala Transport Corridor Project (multinational)

Designers of the Nacala Transport Corridor Project linking Zambia, Malawi and Mozambique anticipated gender equality impacts and took steps to address them. Communities targeted by the civil works component benefitted from gender sensitisation to help people develop a positive attitude toward gender equality. Another positive impact was increased income for both women and men from construction- and maintenance-related employment: women made up 20 percent of the unskilled labour during construction and 10 percent during implementation. The provision of nine water points and three markets had a further positive impact.

Source: African Development Bank 2010.

market, while investments in regional centers of excellence and business incubation hubs will foster training and learning processes that focus on women's education and professional growth. The Bank will also seek to improve gender equality through flagship regional initiatives developed to address key gender issues that are an impediment to regional integration.

Because women lack control over collateral such as land, they tend to suffer more than men from limited access to finance and financial services to grow their businesses. Under **private sector development**, the Bank will focus on increasing women's access to finance and financial services by supporting financial literacy training for women entrepreneurs. Through partnerships with the private, social and voluntary sectors, the Bank will advocate for innovative and affordable financial products (loans, savings, guarantee schemes, insurance, innovation grants targeting businesses that promote social entrepreneurship), and social capital (networks, convening of professional business groups and business mentorship), and will support the development of frameworks that are conducive to gender equality. It will seek to address constraints on women's access to quality employment—particularly in the formal sector, financial services and markets—through such measures as employment and training quotas, preferential procurement, and promoting women's participation in boardrooms and decision-making arenas.

Under **governance and accountability**, the Bank will support initiatives that promote women's ability to influence how decisions are made and how public resources are allocated. It will tap the collective strength of women's associations and cooperatives to strengthen women's bargaining power and will support e-governance systems to allow women to be more effective in monitoring public services. Furthermore, the Bank will more strongly link public and social and private sector operations, particularly with regard to developing women's entrepreneurship.

Improving women's skills will prepare them for better employment opportunities and more successful entrepreneurship. Under **skills and technology**, the Bank will emphasise enabling women and men to take new economic opportunities in the transition to green growth.

It will apply good practice, including providing scholarships and mentoring programmes that reduce the gender gaps in this area, and emphasising higher education, science and technology, and vocational and technical training, linked with skills for developing small and medium-sized enterprises. Bank actions will assist women to progress to the formal sector and to move out of professions that are precarious through piloting entrepreneurship in incubation hubs.

Of Africa's smallholder farmers, 70 percent in Africa are women, and they are responsible for more than 90 percent of Africa's agricultural production—both contributing to GDP and producing most of the food consumed in local households. Although African women are the guardians of food security and a crucial force in the agriculture sector, gender dynamics and stereotypes often result in marginalising them and excluding them from the business side of agricultural development. Their minimal control over access to resources such as land and inputs such as improved seeds, fertiliser, credit, and technology hampers their capacity to leverage agricultural production into a business opportunity. They are also more likely than men to lack access to farming tools—a situation that directly affects crop yields and productivity. Hence in **agriculture and food security** the Bank will support initiatives to promote women's access to new and labour-saving agricultural technologies to boost production, including innovative technologies aimed at supporting climate-smart agricultural approaches that build resilience to climatic and socioeconomic shocks. The Bank will also support measures to increase women's access to local and regional markets and to add value to farm produce through agro-processing and post-harvest management.

State fragility affects women and girls differently from men and boys. In fact, it can lead to greater gender inequality and can increase women's exposure to extreme poverty and vulnerability. The Bank will work through its Fragile States Facility to promote gender equality in **fragile states** by engaging on national poverty reduction strategies. It will earmark a portion of post-conflict recovery funds to finance projects that aim for gender equality, empowerment of women, sound post-conflict governance, and elections, and that encourage temporary measures and

quotas. This will help ensure that gender equality is mainstreamed across all national development initiatives. Special attention will be given to improving women's livelihoods through projects that support income generation, build micro-enterprise capacity, and provide loans and business development services.

Pillar 3: Knowledge management and capacity building

Improving knowledge on and building capacity in promoting gender equality will equip both the Bank and RMCs with the skills and capacities to conduct evidence-based policy formulation and implementation, gender-responsive results reporting on gender through economic and sector work and country gender profiles. This section describes how the Bank will build knowledge about and capacity in gender equality through its work in the strategic priority areas (see Figure 4).

Under **infrastructure development**, the Bank will endeavour to increase its knowledge on gender-sensitive infrastructure planning and to increase the number of skilled women working in the infrastructure sector. The Bank will also support mobile and other information technologies to deliver health and education services that target rural women.

To promote gender equality and women's empowerment in **private sector programmes**, the Bank needs to learn about best practices. Therefore, it will emphasise producing information on skills building in business, taking stock of women's entrepreneurship, building women's financial literacy, defining innovative measures to link science and technology with the job markets (useful education that is in demand in the market), and analysing the legal barriers women face in the informal sector.

The majority of cross-border traders are women, and they often face tremendous challenges and risks because they are unfamiliar with appropriate procedures and suffer from a high illiteracy rate. Thus part of the Bank's work on **regional integration** will be capacity building for women on cross-border regulations. This will require building the gender-mainstreaming capacity of the regional economic commissions and of national immigration officers.

Figure 4: Building knowledge about and capacity in gender equality through the strategic priority areas



Through **governance programmes** the Bank will support building RMCs' capacity to generate sex-disaggregated data for planning and budgeting as a key foundation for gender-sensitive and gender-responsive policies and programmes. This will go hand in hand with building the capacity of national statistics authorities to monitor the implementation of gender equality commitments. The Bank will also work to build RMCs' capacity in gender-responsive public financial management and accountability, and to assist RMCs in designing gender policies and strategies by supporting the capacity development of institutions, including those in charge of gender affairs.

Integrating women into the economy requires equipping them with skills tailored to the labour market. Therefore, in **skills and technology** operations, the Bank will support building women's skills in traditional professions as well as in science, technology, engineering, and math (STEM), both providing scholarships and advocating affirmative action to increase the numbers of women enrolled in such fields of study. Ensuring a critical mass of women scientists in Africa will require a concerted effort and greater resources from all countries and development partners. If enough women from these disciplines enter the policy streams, the trickle-down effect in forming national and continental science,

technology, and innovation policies and programmes can promote gender equality in STEM education. The Bank will partner with such institutions as Association for the Development of Education in Africa, United Nations Educational, Scientific and Cultural Organization (UNESCO), and academies of science to support programmes for women scientists, especially through graduate and postgraduate fellowships for women scientists who can also mentor Africa's future female leaders.

The Bank will promote South-South cooperation on skills building for women through partnerships with universities and regional vocational training institutions (through exchange programmes, etc.). It will step up support for training women in capacity-building projects, particularly through technical vocational education that can encourage women's entrepreneurship in rural areas. It will also ensure that technical and vocational education training and higher education projects include activities and incentives to encourage girls' entrepreneurship and participation in science and technology.

In **fragile states** the Bank will focus on the gender dimensions that inhibit the recovery of

fragile states, creating a platform for skilled female entrepreneurs to share experience, strengthening institutions and the state to be more gender-responsive, and providing technical assistance to build national capacity. It will endeavour to scale up its support in fragile states for knowledge management and for the collection and analysis of sex-disaggregated data and gender statistics by supporting specialised training and relevant institutions—government, civil society, and, where appropriate, the private sector.

Food security and gender equality are intrinsically connected. Hence in **agriculture and food security** the Bank will focus on enhancing the skills of women farmers, especially by providing technical assistance for the management of agricultural production, to improve productivity and foster sustainable livelihoods. The Bank will also support building the capacity of women farmers in new and labour-saving agricultural technologies to boost production. In line with the Bank's focus on green growth, women farmers will be especially targeted for training and provision of clean energy technologies such as solar energy and digital connection to appropriate information such as mobile phones.

The internal transformation strategy: the Bank we want

The Bank's Gender Policy (2001) provides a framework for the Bank's support to RMCs and promotes the consideration of gender in all Bank-funded programmes, projects and policy documents. In this regard, the Bank's policy is outward-looking, focusing mainly on helping RMCs achieve gender equality; the policy does not address gender concerns linked to the internal functioning of the Bank. The Policy is undergoing revision and will set out a thoughtful and broad internal reform agenda to make the Bank a gender-responsive institution, defining specific actions and expected results in such a way that the Bank becomes an effective agent for change and a genuine advocate of gender equality. This strategy also sets out an internal transformation agenda that will send strong signals to staff and the outside world about the Bank's commitment to gender equality in line with the Bank's Ten-Year Strategy 2013–2022. Some

actions will be implemented in the short term and others in the longer term.

Compliance mechanism for gender equality

To ensure the effective implementation of the gender equality commitments, the Bank will establish a mechanism to ensure that Bank staff comply with operational procedures and meet the standards and milestones established for gender mainstreaming. This mechanism will establish modalities to regularly monitor and measure gender indicators through service contracts and the key performance indicators and results framework. It will also establish a collaborative platform for developing a One Bank approach to effective gender mainstreaming and an internal and external peer review mechanism to monitor

and review progress on gender equality across the Bank.

Institutional framework for gender equality in the Bank

To deliver on the Bank's gender agenda, there is a need to reflect on the Bank's current gender architecture, including the accountability framework, and propose options for strengthening gender mainstreaming in the Bank's work, including through such measures as progress reports and independent peer review mechanisms.

Training and knowledge sharing

Gender equality is the business of every Bank staff member, not just of gender specialists and social economists. The Bank will institute mandatory training on gender equality to ensure that staff have the required knowledge and understanding and to promote its policies on and reinforcement mechanisms against sexual harassment and gender discrimination. All existing staff will take this training to learn about the issues related to gender inequality and how it affects the Bank's work and its internal and external results. New staff will take the same training as part of their orientation to the Bank. Members of Senior Management and the Board will receive training on gender equality tailored to each group. Other knowledge-sharing measures will be instituted.

Staffing

In 2013, the share of female staff at the Bank stands at 38 percent, up slightly from 37 percent in 2012. Females constitute 27 percent of the managerial staff and of staff in the professional categories. In the Bank's general support category, 57 percent of staff are female. In the Young Professional Programme both genders are nearly equally represented. The Bank will continue to give special attention to staffing and diversity to ensure that both women and men have equal access to available positions in the

Bank, including senior appointments. It will also develop a special mentoring programme for women professionals and managers and continue to learn from best practices.

Gender-responsive work environment

To build a gender-responsive institution, the Bank will provide a work environment that attracts and retains diverse and competent female and male professionals, adopting innovative solutions that respond to the special needs and circumstances of women and men. The Bank will (i) promote family-friendly policies such as job sharing to help women returning to work after maternity leave and both men and women who have responsibility for caring for children or elderly/disabled relatives; (ii) provide assistance for travel for breastfeeding mothers; (iii) review the paternity and maternity leave arrangements to ensure that they are in line with global best practice; (iv) create a gender-sensitive environment by making available such amenities as nursing rooms, and creches; (v) review rules on family members working for the Bank, to develop a family-friendly policy that benefits both men and women; (vi) commit to work-life balance and put in place measures to promote it; and (vii) promote telecommuting to support staff who have to be away from the duty station.

Gender champions

To create greater ownership of the promotion of gender equality in the Bank, and to increase support for gender mainstreaming among staff who are not gender specialists, the Bank will put in place a network of gender champions who will advocate for the promotion of gender equality in the Bank and increase ownership of the Gender Strategy by driving implementation in their departments. The gender champions will be at both managerial and non-managerial levels, and the role will be part of their performance evaluations. It is expected that the first gender champions will be appointed by mid-2014 ■



Implementing the strategy

Successful implementation of this Gender Strategy will require strategic and targeted actions to change mindsets in the Bank and in RMCs to ensure that leadership and commitment to gender equality are entrenched in the organisational culture. Rolling annual work plans will be developed in collaboration with the departments implementing the strategy. The Bank will need to continue its process of internal transformation to ensure that gender

mainstreaming at both policy and operational levels remains at the heart of its activities and attitudes. Through integrated approaches with the appropriate mechanisms, systematic training of gender specialists and champions on operations, and training of operations staff on gender issues and mainstreaming, the Bank will be able to achieve visible and lasting results in gender equality.

Operational approaches for better results

Gender assessments

To proactively identify the context, constraints, and opportunities for effectively promoting gender equality, the Bank will make regional- and country-level gender assessments and gender analyses a priority and will ensure that they include the collection of sex-disaggregated data and information to establish baselines, identify pertinent performance indicators, and establish realistic quotas and targets. These assessments and analyses will inform the development of Regional Integration Strategy Papers (RISPs) and Country Strategy Papers (CSPs), so that RISPs and CSPs will clearly address gender issues, offer solutions and include gender equality indicators and targets. The Bank will enhance gender mainstreaming in all phases of the project cycle, ensuring that project design is informed by gender assessments—particularly in sectors that maximise opportunities for reducing gender inequalities, and in core operational areas and special areas of emphasis—and that clear milestones and targets are included. The Bank will also ensure that RMC and Bank gender specialists are involved throughout the implementation phase of projects, not only to improve on gender results but also to build on

opportunities for fine-tuning project design during implementation and to identify and develop follow-on gender initiatives. The Bank will also ensure that the quality of economic and sector work is enhanced through the integration of gender issues.

Operational procedures for effective gender mainstreaming

For effective gender mainstreaming in operations, the Bank will develop (i) operational procedures and milestones to guide all Bank staff through the stages of project development and implementation, and (ii) sector-specific gender mainstreaming guidelines in the operational priority areas and special areas of emphasis of the Bank Group's Ten-Year Strategy 2013–2022. The operational procedures will establish a common framework for ensuring gender mainstreaming and expected outcomes, and the sector-specific gender mainstreaming guidelines will provide a unified approach to promoting gender equality through the Bank's operations. These documents will facilitate dialogue between gender specialists and other Bank staff on country programming, regional development planning, and sector operations.

Regional, country, and sectoral programming

Country programming presents the most strategic entry point for the implementation of the actions outlined in this strategy, but it has not been sufficiently used in the Bank, as the quality of gender mainstreaming in CSPs attests.¹ The Bank also needs to begin addressing gender inequalities in regional programming. This strategy places special emphasis on regional and country programming and dialogue. In fact, regional programming and knowledge sharing will speed up the achievement of country-level gender equality goals related to regional integration and trade activities and operations. This will depend on a stronger presence of gender specialists who are able to carry the dialogue forward in a meaningful way, including through cross-institutional collaboration to avoid duplication. Sectoral programming will naturally benefit from the trickle-down effects of the gender mainstreaming efforts at the regional and country programming levels. The Bank will engage in high-level advocacy work and the identification of gender champions among African Heads of States and respected world leaders. This has the potential to leverage increased resources for better gender equality results at national and regional levels.

Capacity development

The stronger focus on capacity development to promote gender equality in Bank operations and in RMCs, elaborated in Pillar 3, will also help to increase ownership in the Bank: as the community of practice grows and a common understanding of what gender mainstreaming and the promotion of gender equality entails, task managers will increasingly own the promotion of gender equality. Similarly, gender and social assessment staff will be trained on project cycle activities to fully appreciate the process and milestones for project development and implementation. Increased understanding between task managers and gender and social economists will improve the design of projects and country programmes and expected results. For continuous capacity building of staff at all levels—an important catalyst for the successful implementation of the Gender Strategy—the Bank will introduce a

systematic capacity-building programme in RMCs and in the Bank's headquarters, regional resource centers and field offices. Systematic capacity building has commenced but will be accelerated starting in 2014/2015, when more gender specialists will be deployed in decentralised structures.

Technical assistance and advisory support will be provided to strengthen the capacity of RMCs and regional bodies to effectively conduct gender assessments that inform country and regional planning and project design, and to ensure that gender mainstreaming leads to improved gender equality results.

Decentralisation

The Bank's decentralisation process provides a strategic opportunity for the Bank to optimise its impact in RMCs and enhance its successful implementation of the Gender Strategy. Placing gender specialists and gender-sensitive socioeconomists in regional resource centers and field offices will enhance effectiveness on the ground, increase knowledge on gender equality and scale up best practices for improved results. The presence of gender specialists in the decentralised Bank structure will strengthen gender analyses and result in better design, closer supervision, and better results. It will also enhance partnerships through the specialists' active participation in thematic donors groups, and will facilitate policy dialogue at the country and regional levels. Placing specialists in the regional resource centers is a top priority and needs to commence immediately.

Strengthening the knowledge base

To improve the design of operations and associated gender results, the Bank will conduct studies to improve its knowledge about gender equality—for example, on women in nontraditional professional areas and in science, technology, engineering, and math. The lack of baseline data for many gender-disaggregated indicators hampers the Bank's ability to measure and consolidate results across sectors and at the country level. Through knowledge management a repository of best practices in gender equality can be established and access mechanisms

1 See African Development Bank 2012c.

developed, working in partnership with Bank experts such as the Knowledge and Virtual Resource Centre and with partners who hold relevant knowledge.

Selectivity

The Gender Strategy focuses on strategic areas in the Bank's priority sectors. This selectivity

will increase ownership as staff expertise can be gradually developed in new areas, such as mainstreaming gender in the governance, energy, and private sectors—taking into account the need to pilot, add value and establish good practice. In other sectors, such as education, agriculture, and transport, tried and tested good practice can be scaled up for more immediate results.

Partnerships

The implementation of this strategy will require developing and nurturing strategic partnerships within and outside Africa to ensure success in several areas.

- **Advocacy and policy dialogue.** Partnerships in these areas are crucial, especially around the economic empowerment of, and legal and property rights for, women. The Bank will forge partnerships with such development partners as United Nations agencies, regional economic commissions, river basin organisations, the African Union, bilateral and multilateral development agencies, and civil society organisations supporting gender equality. The Bank will also seek to partner with regional advocacy initiatives such as the UN's UNITE Campaign on Ending Violence against Women.
- **Knowledge management and communication.** The Bank has already begun exploring partnerships with departments and organisations that are working on knowledge management for gender equality—for example, with institutions such as AfriSTATs and United Nations Economic Commission for Africa (UNECA) on the African Gender and Development Index, and networks such as the Gender and Women's Studies networks in relation to Africa, and operational sector-specific networks and research institutes.
- **Capacity building.** The Bank will establish partnerships with learning and training institutions to develop and deliver training courses relevant to gender mainstreaming for RMCs. Such organisations include the African Capacity Building Foundation, the UNDP-led Global Gender and Economic Policy Management Initiative, and selected universities and research institutes.

- **Civil society engagement.** The Bank's Framework for Enhanced Civil Society Engagement (2011) foresees the Bank's stronger and more intensive partnership with civil society at the corporate, regional/country, and project levels in four areas: outreach, communication, dialogue, and partnership. The engagement is ongoing and will be scaled up in the coming years.
- **Africa-wide agenda.** The Strategy recognises the importance of developing strong links with Africa-wide and international and regional bodies working on gender equality in Africa. The Bank will work to strengthen its relationships with such institutions as regional economic commissions, the New Partnership for Africa's Development, the African Union, the African Capacity Building Facility and UNECA.
- **Global gender agenda.** The strategy takes cognisance of the need for the Bank to learn from and participate in the global gender agenda. The Bank will therefore strengthen its partnerships with the Multilateral Development Banks Gender Group and will nurture partnerships with key agencies that are coordinating the post-2015 gender agenda, including the OECD-DAC Gender Net and UNWOMEN. The Bank will also give particular attention to the African diaspora and establish ways of enlisting their engagement in supporting the implementation of this gender strategy.

Ongoing partnerships will be pursued with immediate effect. However, it is anticipated that partnership will accelerate starting in 2015, when optimal financial and human resources are in place and gender training and sensitisation about civil society has been stepped up. Deepened partnerships will in turn leverage more human and financial resources.

Financial and human resources

Improvement in gender mainstreaming in the Bank's operations and activities and in making the Bank a gender-responsive institution will require increased resources. The Bank's commitment to improving gender equality will be measured by the adequacy of the human and financial resources that it makes available for the promotion of gender equality through lending operations and non-lending activities.

The Bank has fewer gender experts than are required to deliver the Bank's gender agenda. To efficiently address this challenge, the Bank will recruit additional staff, mainly local and regional staff. In addition, it will develop a pool of national gender and social consultants with strong analytical, design, and project management skills, and experience in conducting gender assessments and regional, country, and sector dialogue and planning, whom it can call upon for support as needed. The Bank will ensure that these consultants are conversant with Bank's operational approaches and procedures to effectively support gender equality in lending and non-lending programmes. Because the implementation of this strategy should be rolled out quickly, we expect additional gender specialists to be hired in core operational areas between 2014 and 2016. A focus on creating gender-sensitive socioeconomists, from the existing pool within the Bank and from potential new recruits, will also be considered in supporting the gender specialists' mandate. In addition, the office of the Special Envoy on Gender (SEOG) also is now fully operational. The upcoming work to define the most appropriate institutional framework for the Bank to support Africa's transformation through gender equality will propose the right placement of gender specialists.

The need to strengthen the Bank's capacity to improve gender equality results, and the magnitude

of the gender gap in Africa, require that more financial resources be directed at strengthening gender-mainstreaming capacities in the Bank and in RMCs. These resources will support high-level advocacy to leverage good policies, legal reforms, gender-sensitive national budgets, and increased rates of investment in human development and knowledge management for gender equality to scale up good practices in RMCs and at the regional level. The Bank will provide incentives to task managers, client governments, and civil society to promote gender equality in operations and non-lending activities, and it will increase its financial resources to provide more and better technical assistance to improve gender-mainstreaming capacities in RMCs.

The Gender Strategy will be financed not only by the budgets of dedicated units, such as SEOG and ORQR.4, but also by implementing departments and units across the Bank. Of the resources requested for 2014–2016, almost 13% was allocated to projects focusing on gender, and this share is expected to rise. The Bank's Management will, in its three-year rolling work plan and budget, provide the necessary financial resources to support the effective implementation of the Gender Strategy. In addition, through the collaborative platform to be established for improving gender mainstreaming in the Bank's operations, it is expected that the proportion of project funds dedicated to gender mainstreaming and improved gender outcomes will grow over time. These funds will in turn leverage more funds from RMCs, regional economic commissions, and river basin organisations for improving gender equality in Africa.

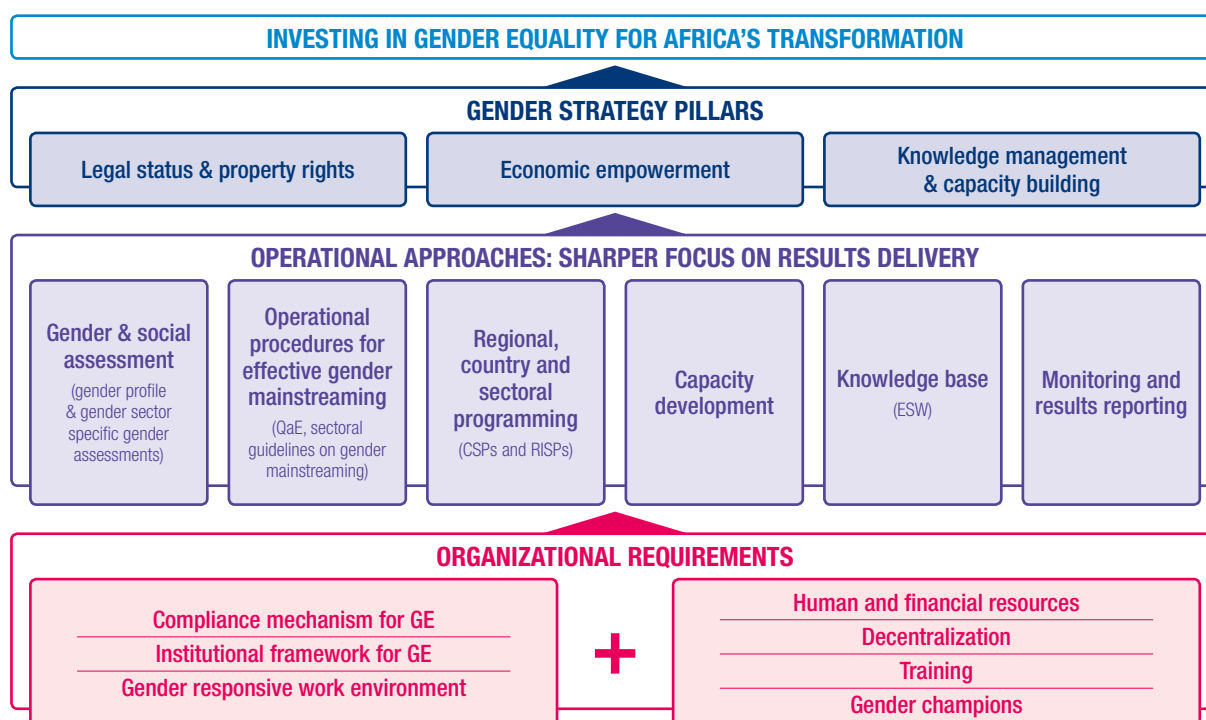
Figure 5 presents the framework for the gender strategy 2014–2018.

Monitoring and evaluation of results

The Bank will carefully monitor its operations and will collect gender equality results across all sector operations and at country and regional levels. This approach will serve to measure progress in (i) the number of gender-mainstreamed projects, and (ii) gender outcomes. The results framework for the Gender Strategy, with specified activities, results

and performance indicators (see Annex 1), will capture project results at the country level, regional level and across sectors. These results will be consolidated across sectors to measure progress in each of the three gender pillars. To ensure that the implementation of the Gender Strategy is treated as a corporate responsibility, the framework

Figure 5: Framework for the Gender Strategy 2014-2018



will be complemented by three-year rolling action plans and budgets, informed by the Bank's general budgeting process and developed in close collaboration with the concerned complexes and sectors/departments.

Implementation will be monitored through sex-disaggregated indicators in the Bank's regular Results Monitoring Framework. Indicators that are not collected regularly as part of the Bank's Results

Measurement Framework will be collected for the midterm (December 2016)² and completion reviews of this strategy. Midterm reporting on the strategy will be aligned to inform the midterm review of ADF-13. When baseline data are not available, they will be provided by studies that are part of the results framework. In addition, each year the Bank will report on the gender dimension of quality-at-entry and gender equality results reporting at project/programme completion ■

² The midterm review will be able to reflect new policy directions of the Bank, including those arising from a possible update of the Gender Policy.



Conclusion

This Gender Strategy is a milestone for the Bank. It will facilitate the elaboration of a clear road-map outlining key targets and further milestones that sets the framework for a comprehensive plan and work programme. This juncture is critical to realising the Bank's Ten-Year Strategy 2013–2022 and putting in place the foundations of the wider Africa at 50 vision. Key to achieving the Bank's goals is the mainstreaming of gender through gender-sensitive and gender-responsive programming and interventions. The departure from the past that marks this strategy as different is recognising not only that gender equality is a human right, but that development will not happen unless women are fully included in the process. This strategy identifies the measures that will begin to lay a firm foundation for the long term, and to change the culture both within the Bank and externally. It is anticipated that the development of the areas outlined in Annex 2 will identify more areas for further action. By laying the foundation for transformation and culture change, the Bank commits itself to greater and better integration of gender equality in all its programmes, to best support Africa in sustaining its growth and meeting its development goals ■

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Annex 1: Results Measurement Framework

Level 1: What progress is Africa making towards gender equality?

Results	Indicator	Baseline	Unit	Target 2016	Target 2018	Source
Promote gender equality and empowerment of women in Africa	Gender Sensitive Country Institutions index	0.33				SIGI
	Gender Inequality Index	0.577 (Sub-Saharan Africa) 0.555 (Arab States)				UNDP
	Women's participation in the labour market (% of women)	55				ILO
	% of members of national parliaments who are women	22.7% (sub-Saharan Africa) 15.7% (Arab States)				IPU
	Female net enrollment ratio in primary education	74 (Sub-Saharan Africa in 2011) 87 (Arab States in 2011)				UNESCO
	Access to credit (% of adults) — Of which women	TBD				Findev

Level 2: How is the Bank contributing to gender equality in Africa?

(The Level 2 indicators are drawn mainly from the Bank's Results Measurement Framework. For most of these indicators, sex disaggregated baseline data are currently not available. Similarly, the baseline for some Level 3 indicators is not available. The first year of reporting (2013) will therefore be the base year. Reporting for these indicators will be undertaken annually and trends will be analyzed.)

Results	Indicator	Baseline	Unit	Target 2016	Target 2018	Source
Increased number of women in Africa with improved access to services	People with improved access to water and sanitation — Of which women					Project Completion Reports
	Number of people with improved access to ICT services — Of which women					Project Completion Reports
	Number of people with improved access to transport — Of which women					Project Completion Reports
	Number of people with electricity connections — Of which women					Project Completion Reports

Increased access to financial resources by women	Microcredits granted — Of which to women entrepreneurs					Project Completion Reports
	Microfinance clients trained in business — Of which to women					Project Completion Reports
	* Number of women trained in financial literacy					Project Completion Reports
Improved economic opportunities for women	Jobs created — Of which jobs for women	232,000 12%				Project Completion Reports
	* Number of women accessing cross-border markets					Project Completion Reports
	Number of staff trained/recruited for road maintenance — Of which to women					Project Completion Reports
	People benefitting from improved agriculture — Of which to women					Project Completion Reports
Increased access to skills and training by women in Africa	People benefitting from vocational training — Of which women					Project Completion Reports
	Teachers trained /recruited — Of which women					Project Completion Reports
	People benefitting from better access to education — Of which women					Project Completion Reports
	Health workers trained — Of which women					Project Completion Reports
	People with better access to health services — Of which women					Project Completion Reports
	* % of female students benefitting from scholarships in science and technology training					Project Completion Reports
Increased commitment by RMCs to address gender inequalities	Share of countries					OSGE/ORQR
	* with gender-responsive public financial management systems					OSGE/ORQR
	* adopting gender-responsive budgets					OSGE/ORQR
	* that undertake policy and legal reforms for gender equality					OSGE/ORQR
	* that integrate gender equality in national development strategies					OSGE/ORQR
	Number of champions actively promoting gender equality in Africa	None		50	100	OSGE

Level 3: How is the Bank as an organisation promoting gender equality?

Results	Indicator	Baseline	Unit	Target 2016	Target 2018	Source
Improved gender mainstreaming in operations	New RISPs with gender-informed design	tbd				ORQR
	New CSPs with gender-informed design	75	%	95		ORQR
	Projects with satisfactory gender equality outcomes	67	%	75		ORQR
	New projects with gender-informed designs	78	%	90		ORQR
	% of PCRs that score "good" or "excellent" in gender results	34	%	45		ORQR
	Number of regional centres and country offices with gender specialists	0	Number	5	10	CHRM
	Number of gender-related statistics databases published	0	Number	3	5	ESTA
	% of evaluations that integrate gender equality	TBD				OPEV

Level 4: How does the Bank manage gender equality internally?

Results	Indicator	Baseline	Unit	Target 2016	Target 2018	Source
Improved gender equality in staffing	% of Bank staff who are women	38	%	40		CHRM
	% of managerial staff who are women (does not include elected officials)	27	%	32		CHRM
	% of PL staff who are female	27	%	33		CHRM
Improved organisational culture for gender equality	Compliance mechanism developed and functional for the promotion of gender equality in the Bank	None		Developed and functional	Fully functional	OSGE
	Permanent Peer Review Committee on gender established	None		Established and functional in 2014	Fully operational	OSGE
	Gender collaboration platform established	None		Established and functional in 2014	Fully operational	OSGE
	Mandatory training courses adopted	None		Developed	Fully implemented	OSGE
	% of Bank staff who complete the online training on gender equality	0	%	30	50	CHRM/ Complexes
	Number of Bank staff who attend at least one information session or training on gender equality/ gender mainstreaming	150 in 2013	Number	500	1000	CHRM/ Complexes
	Number of gender specialists in the Bank	8		14	24	ORQR
	Gender Policy updated	Current Policy is being reviewed in 2013		Current Policy fully updated	Updated Policy operational	STRG
	Number of high-level events and initiatives	1 in 2013	Number	4	4	
	Number of champions promoting gender equality in the Bank	None	Number	25	50	

Annex 2: Pillar-related operational areas

PILLARS	TARGET OUTCOMES	OPERATIONAL AREAS	KEY UNITS
Pillar 1: Legal status and property rights	1.1 Improved access to basic service delivery infrastructure	1.1.1 Gender responsiveness of infrastructure interventions, facilitating access to markets, better market facilities (storage, gender-sensitive design features, etc.)	OPSM, OSHD, OWAS, OITC, ONEC, ALSF
		1.1.2 Advocacy for affirmative action in procurement procedures	
		1.1.3 Targets for women beneficiaries in infrastructure projects	
		1.1.4 Gender-responsiveness of resettlement actions	
	1.2 Women's entrepreneurship opportunities across countries promoted	1.2.1 Policy dialogue with the RECs on gender-equitable entrepreneurship opportunities	ONRI, ALSF, RDs, ORFS
		1.2.2 Gender-responsiveness of customs and regulatory frameworks, including trade policy and tax systems harmonisation	
		1.2.3 Facilitation of cross-border traders' mobility across countries	
	1.3 Improved business climate for gender equality and women's access to financial resources	1.3.1 Eliminating gender biases in labour policies	OPSM, OSAN, OITC, ORFS, RDs, ALSF
		1.3.2 Lifting legal barriers to women's obtaining credit and starting businesses	
		1.3.3 Improving land and property registration systems to ensure equal access for women	
		1.3.4 Advocacy for corporate good governance in the private sector (gender-equitable employment and promotion opportunities)	
	1.4. Institutionalisation of gender-sensitive governance and institutions	1.4.1 Support harmonisation of customary and statutory laws	OSGE, ORFS, RDs, ALSF
		1.4.2 Support constitutional reforms favoring women's participation in decision-making (advocacy for increasing women parliamentarians/women's boards, institutional management, representation in decision making, etc.)	
		1.4.3 Support to gender-responsive national and regional policies and strategies	
		1.4.4 Support to institutionalisation of sex-disaggregated data and gender statistics for better planning and reporting (improved institutions)	
		1.4.5 Policy dialogue on institutional and policy frameworks for ending gender-based violence	
		1.4.6 Gender-responsiveness of public financial management	
Pillar 2: Economic empowerment	2.1 Gender equality benefiting from infrastructure development	2.1.1 Access to employment, markets and energy	OITC, OSHD
		2.1.2 Gender-sensitive infrastructure and technologies	
	2.2 Women having access to regional markets	2.2.1 Enhancing access for women to markets, particularly regional markets	ONRI
	2.3 Improved economic opportunities for women	2.3.1 Access to and control over finance	OPSM
		2.3.2 Affirmative action for women-oriented businesses	
		2.3.3 Agroindustry and commercial agriculture	
		2.3.4 Skills training in science and technology	
		2.3.5 Infrastructure for gender equality	

PILLARS	TARGET OUTCOMES	OPERATIONAL AREAS	KEY UNITS
	2.4 Improved governance transparency for economic development	2.4.1 Public financial management (PFM)	OSGE
		2.4.2 Access to basic services/ service delivery (water, electricity, housing, health, education)	
	2.5 Increased number of skilled women	2.5.1 Build skills for micro-, small and medium- sized enterprises	OSHD
		2.5.2 Design mentorship programmes to improve employment skills	
Pillar 3: Knowledge management and capacity building	3.1 Increased skilled women labour for infrastructure development	3.1.1 Skills building and education in labour force	OSHD, OPSM, OITC, EDRE
		3.1.2 Studies on gender sensitive infrastructure	
		3.1.3 IT access to information, market and data	
	3.2 Regional platform for women sharing experience across sectors	3.2.1 Capacity building for women on cross-border regulations across sectors	ONRI, OSHD, EADI
		3.2.2 Capacity building of national immigration officers across sectors	
		3.2.3 Capacity building for RECs across sectors	
		3.2.4 Establishing flagship one-stop shop enterprise training centres and incubation hubs	
	3.3 Increased numbers of skilled women who are responsive to market demand	3.3.1 Skills building in business, entrepreneurship, financial literacy, science, technology	OPSM, EDRE, EADI
		3.3.2 Analysis on job opportunities	
		3.3.3 Analysis on legal issues faced by women in informal sector	
	3.4 Gender-focused governance	3.4.1 Capacity building for RMCs to generate sex-disaggregated data for planning, budgeting and evaluation	OSGE, EADI, SGEO, ERCU
		3.4.2 Capacity building on gender-responsive PFM and accountability	
		3.4.3 Capacity building of RMC institutions in charge of gender affairs	
		3.4.4 Capacity building for national statistics agency to monitor RMC implementation of gender equality commitment	
		3.4.5 Effective gender mainstreaming across institutions	
		3.4.6 Capacity building for RMCs in designing gender policies and strategies	
		3.4.7 Sharing best practice through knowledge retrieval and enhanced communication frameworks	
	3.5 Improved sex-disaggregated data	3.5.1 Studies on women's employment in nontraditional professions	ESTA, ORQR, OSHD, EADI, FRMB
		3.5.2 Scholarships for women in technical and scientific areas	
		3.5.3 Build skills in traditional professions in science, technology, engineering, and maths	
		3.5.4 South-South cooperation on gender equality	
		3.5.5 Build partnerships with universities, regional vocational training institutions	



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