

Assessing the Capacity of Multilateral Organisations to Deal with Gender Equality: Revised Assessments

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List of Acronyms

AfDB	African Development Bank
AsDB	Asian Development Bank
CCMs	Country Coordinating Mechanisms
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CSP	Country Strategy Paper
DFID	Department for International Development
EC	European Community
EDF	European Development Fund
EFA-FTI	Education For All – Fast Track Initiative
EU	European Union
GAVI	Global Alliance for Vaccines and Immunisation
GFATM	Global Fund to Fight AIDS, Tuberculosis and Malaria
ICRW	International Centre for Research on Women
IDB	Inter-American Development Bank
IFED	International Finance and Europe Division
IS	Institutional Strategy
NORAD	The Norwegian Agency for Development Cooperation
OAS	Organisation of American States
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
PA	Poverty Assessment
PRSP	Poverty Reduction Strategy Paper
RMC	Regional Member Countries
SIDA	Swedish International Development Cooperation Agency
UNGEI	United Nations Girls' Education Initiative
UNICEF	The United Nations Children's Fund
WB	World Bank
WHO	World Health Organisation

1. Introduction

The International Finance and Europe Division (IFED), DFID commissioned an assessment of the relative performance on gender equality of selected multilateral organisations in March 2007. Assessments were carried out based on a wide range of documentation and information collected, and on discussions by phone and email with DFID staff suggested by IFED. Full assessments were carried out where substantial information and documentation was available, for the EC and EDF, World Bank, AfDB, AsDB, IDB, and the EFA-FTI. On the basis of these full assessments and where there was only more limited information, short assessments were carried out for all of the multilateral organizations selected by IFED.

The criteria used for the assessments are set out in the table below, with the key indicators used in the summary assessments highlighted in bold:

Effectiveness Summary Areas	Criteria
Delivery of Results	<ul style="list-style-type: none"> • Institutional systems in place to monitor and measure results, and these are regularly reported on • Accountability mechanisms established outlining clear lines of responsibility for gender equality goal • Institutional programming for the organization as a whole makes a significant contribution toward gender equality results • Gender dimensions considered in analysis of key issues
Managing Resources	<ul style="list-style-type: none"> • Institutional momentum and commitment maintained through clear vision and strong leadership • Supportive institutional enabling environment in place, including a strong policy framework • Incentive structures for staff to work on gender equality are in place and reported on. • Specialist skills on gender equality and women's empowerment available • Efforts made to promote staff competence and awareness of gender equality
Managing External Relationships	<ul style="list-style-type: none"> • Partnerships with national governments promote gender equality and women's empowerment in practice • Partnerships with civil society promote voice and accountability for gender equality • Partnerships established that bring in new perspectives and expertise • Clear efforts made to promote or adhere to international consensus on gender equality goals • Participation in – and strengthening of - international networks on gender
Building for the future	<ul style="list-style-type: none"> • Evidence and information is both generated and used to inform policy and programming • High calibre research resources on gender equality issues are regularly developed and updated • Gender equality integrated in commissioned research

In early April 2007 the IFED Gender Champions agreed to share copies of the SDD report with the organisations studied and asked them to check for any significant inaccuracies or omissions. All of the organisations covered in the original report responded with comments, clarifications and suggestions.

In July 2007 SDDirect was approached to update the assessments and to produce a revised version of the report. The approach taken to updating the assessments was to:

- Review the comments and clarifications sent by each of the organizations;
- Check the comments and clarifications against the documentation identified originally and against the documentation suggested in the comments made;
- Revise the summary assessments and key issues, set out in Annexes 1A-I, and use

these revision to revise the main findings, set out in the table in Section 2.

In most cases the organizations agreed overall with the assessments made:

- EC – agreed with some clarifications highlighted;
- AfDB – agreed with information to clarify some points in detail;
- AsDB – agreed and sent corrections;
- IDB – sent clarifications but did not dispute the assessment;
- EFA-FTI – agreed and sent detailed clarifications; and,
- GFATM – agreed with a number of provisos for clarification.

In the cases of the World Bank and the CDB there was a clear disagreement with the assessment made and both organizations sent detailed responses to various aspects of the assessments. In both cases the clarifications and additional information sent resulted in the overall assessment being revised up. In the case of the World Bank, the response sent and the references to considerable additional documentation helped in clarifying a number of points raised in the original assessment. In the case of the CDB, the response sent happened to coincide with work carried out by SDDirect on a gender audit of DFID Caribbean. As part of this work the consultants met with the gender specialist of the CDB and were able to discuss the response in some detail. Again, the response from CDB and the discussion helped to clarify many of the issues raised in the original assessment.

2. Performance Assessment of Multilateral Organisations

The summary assessments for all of the organisations selected are set out in Annex 1A-I. The summary assessments cover the following:

- Summary Assessment – an assessment against the key criteria highlighted, rated Strong, Well Placed, Development Area, Urgent Development Area or Serious Concerns, with the rating explained in more detail; and,
- Key Issues – Areas where further work or support is required for the organization to meet its commitments for gender equality and areas of good practice where sharing and dissemination might be considered.

The main findings from these summary assessments are set out in the table below:

Organisation	Overall Assessment	Key Issues
EC and EDF	Well Placed/Development Area With a strong policy framework in place there is a need to continue to maintain momentum, ensuring that commitments are translated into practice.	<ul style="list-style-type: none"> • Strong Policy Framework in place, although there is a need to ensure that commitments are translated into practice on the ground • Scope to strengthen country ownership • Need to strengthen evidence base, through building country capacity
World Bank	Well Placed/Development Area With high quality research products and well-developed monitoring systems that are regularly and publicly used, the new Gender Action Plan offers new opportunities to build momentum.	<ul style="list-style-type: none"> • Regular monitoring shows improvements in how gender is addressed, although monitoring needs to increasingly focus on results • The new Gender Action Plan offers new opportunities • Research results and analysis need to be consistently translated into policies and programmes
AfDB	Development Area The basic elements of policy and capacity are in place. There is a need for more consistent efforts across the organization and the programmes. Recent measures in staffing and in the policy environment have great potential to generate momentum.	<ul style="list-style-type: none"> • Need for a more consistent implementation of the Gender Equality Policy • Opportunities to enhance the monitoring system to focus on gender equality results • The development of a new Gender Plan Of Action provides an opportunity to work with other development partners
AsDB	Well Placed With a strong policy framework and good practice examples to share, there is a need to continue to maintain momentum.	<ul style="list-style-type: none"> • Need to ensure that commitments are consistently implemented across the programme • Opportunities to work with others in support of the Plan • Good examples being developed of a work on gender equality results
CDB	Development Area The commitments set out in the Strategic Plan, the Gender Specialists and the plans for Gender Assessments all provide opportunities to develop momentum on gender equality.	<ul style="list-style-type: none"> • Need to ensure that commitments are consistently implemented • Opportunities to work with others in developing policy • Plans for gender assessments in the region also provide opportunities
IDB	Well Placed Good past efforts and interesting approaches to developing new areas of work need to be supported through increased momentum at the highest levels.	<ul style="list-style-type: none"> • Plans to develop a new Gender Policy to be considered by the Board • Opportunities to work with others in supporting efforts to build momentum • Good examples available of turning evidence into policy
EFA-FTI	Well Placed There has been a lack of clear accountability frameworks, but the new role of UNGEI has great potential, if supported strategically.	<ul style="list-style-type: none"> • Opportunities now exist to ensure that gender is embedded • To support this, there is a need for more coordinated efforts in working with others • Support is needed to ensure that UNGEI plays an effective role
GAVI	Urgent Development Area The lack of public policy on gender and lack of gender expertise are issues of concern.	<ul style="list-style-type: none"> • Need for a Gender Strategy • Need to make gender expertise available • Need to ensure that data is regularly disaggregated • Potential entry point through plans for baseline research
GFATM	Well Placed Gender is recognized as an issue, despite the lack of a clear policy, and there are opportunities to give the issues a higher profile through external support.	<ul style="list-style-type: none"> • A Gender Strategy would have clear benefits • Need to ensure that gender expertise is consistently available and used • Need to ensure that data is regularly disaggregated

3. Issues for Further Consideration

In the process of putting together the revised assessments a number of issues have been raised:

Process - While the process has been interesting, in terms of the responses elicited by the assessments, it is recommended that it is not one that should be followed in future. The original assessments were compiled on the basis of publicly available documentation (a definition that was at times difficult to stick to) and discussions with DFID staff. The presentation of the assessments to the organizations in question has produced interesting responses, which have generally agreed with the comments and issues raised. However, in the cases of the CDB and the World Bank the responses have highlighted questions about the process, namely the sources of information and participation. In future it would be important to more clearly define the aims of the assessment, what sources of information will be used and agree these definitions with those to be assessed. Similarly, given the interest in the exercise, it would make sense to carry out future assessments with the participation of the organizations being assessed. This would help in accessing the information required and could potentially provide an impetus for taking forward the key issues raised.

Openness – This in turn raises the question, would DFID be willing to open itself up to a similar bench-marking process? It is suggested that it might be useful to consider working with a group of similar bilateral donors to carry out such an exercise, particularly from the point of view of openness. Such an exercise would potentially have benefits in terms of identifying examples of good practice that could be shared across the group and identifying common challenges where joint action could be considered, such as in building internal capacity to take forward gender equality objectives. A good example of the kind of statement that can be produced through such an exercise can be found on CIDA's gender equality webpages in the section on accountability¹.

A Joint Approach – As was suggested in the original report in March 2007, there are potential benefits to taking forward future assessments of multilaterals working jointly with other like-minded bilateral donors. In the assessments there are numerous references to bilateral donors who are pursuing similar approaches with multilateral organizations, including: Canada, Belgium, Denmark, Germany, Ireland, the Netherlands, Norway and Sweden. It would be of some value to consider taking a joint approach to future assessment exercises, as well as to the supporting to individual multilateral organizations in taking forward the key issues identified.

¹ <http://www.acdi-cida.gc.ca/CIDAWEB/acdicida.nsf/En/JUD-31195913-KL3>

Annex 1A: European Community & EDF – Key Issues

Strong policy framework

The EC has one of the strongest policy frameworks of any of the multilaterals. The 2006 Roadmap for Equality Between Women and Men, and the commitment of member states through bodies such as the EU Member States Gender Expert Group, provide clear vision and strong leadership for work to promote gender equality through development assistance. These policies were further updated with a new Communication on Gender Equality, adopted on International Women's Day, 2007. However, the EC has recently identified itself as being at a turning point, with solid policies and framework in place. The challenge now is to translate these commitments into practice. As the Strategy states, monitoring and evaluation is central to incentivising implementation. The current emphasis on process indicators needs to be strengthened with an equal focus on measuring outcomes and results.

Strengthening country ownership

The EC's gender strategy recognises that a key challenge is to strengthen its twin-track approach to gender equality and women's empowerment (mainstreaming on the one hand, with targeted initiatives on the other) in the context of new aid modalities. Here, the EC places an important emphasis on promoting mutual accountability. The EC intends to compliment political dialogue with assistance to strengthen gender capacity within national authorities. This will be set alongside the disbursement of incentivised tranches within budget support, which will be linked to gender sensitive indicators.

Strengthened evidence base

The EC's gender strategy is underpinned by a need for high quality evidence on the linkages between gender equality and other development goals, in particular, poverty reduction. As such, the EC intends to strengthen its own institutional capacity to promote gender equality, as well as partner governments' ability to generate and use sex disaggregated data. Equipping staff and partners with new tools for analysis and assessment, as well as examples of best practice, will be an essential element of this approach. One potential example is a new EC/UN programme, Partnership on Gender Equality for Development and Peace. This new programme, implemented by UNIFEM and the ILO and due to be formally launched in September 2007, is designed to address the urgent need to have more evidence of the relation between inputs, actions and outcomes in terms of greater gender equality. The programme will collect and analyse data initially from 12 selected countries.

Annex 1A: European Community & EDF – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Development area The EC has clear targets and institutional mechanisms for assessing progress, although this is assessed against internal, process targets rather than the measurement of results.	There are clear mechanisms for ensuring accountability, which are regularly updated. Progress is benchmarked through a Scoreboard on gender equality covering all services of the Commission and in the Annual Report on European Commission Development Policy. Reporting on progress in implementing the commitments set out in the regulation and through the annual programming documents is integrated into the EC's regular reporting mechanisms. However, progress is assessed on the basis of progress against internal targets rather than the measurement of results. In addition, the recent DAC Peer Review of the EC raised concerns about lack of attention to gender equality in EC programming and that strong policy statements/frameworks were not being translated into action on the ground.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Well placed Overall, the commitments set out in EC policy, the leadership demonstrated by the member states and the regular updating and reporting on gender equality policy in development show clear institutional momentum and commitment.	The EC's policy on gender equality and the commitment of the member states to ensuring its implementation provide clear vision and strong leadership for the development work. Europe Aid's own, regularly updated, policy on gender equality and reporting on progress demonstrated institutional momentum and commitment. The recent update of policy, in the Communication on Gender Equality, to the Council and European Parliament sets out ambitious objectives to raise the EC's game on gender across its development assistance.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice	Well placed Gender equality concerns are increasingly included in political dialogue with partner governments	Gender equality is increasingly part of dialogue with partner governments, sensitising them to the relationship between gender equality and poverty reduction. The EC's new gender strategy states that gender equality and women's empowerment have to be brought to the table during political dialogue with partner countries at the highest level.
Building for the future		
Evidence and information is both generated and used to inform policy and programming	Development area Externally commissioned research is given a high profile in the EC and some efforts are made to ensure that it informs policy and programming.	EC recognizes the need for systematic gender assessments of country and regional strategies. EC intends to support the exchange of best practice to inform policy and programming.



Annex 1B: World Bank – Key Issues

Increasing progress on addressing gender

The Bank has a strong – and established - policy framework on gender equality, and there is evidence from the Bank that implementation is improving and becoming more consistent. Central to this is a greater level of awareness among staff of both the policy framework and the gender dimensions of their work, something that is supported by training and the extensive resources that are available. Existing tools, such as Country Gender Assessments and Poverty Assessments, are being more consistently used. However, there is still a need to ensure that the analysis produced is consistently applied to programming.

Gender Action Plan (2007-10)

Recent publication of the World Bank's Gender Action Plan represents an important opportunity to continue to strengthen the existing gender policy framework, and promote its implementation across the programme. Focusing on women's economic empowerment, the Plan aims to promote gender-aware programming across four key markets: product, financial, land and labour. Implementation of the Plan will largely rest on internal ownership and commitment among senior staff within the Bank. Whilst the Plan represents an important move away from a traditional focus on health and education, in a number of sectors, such as infrastructure in which a gender perspective is vital, the focus on gender still remains relatively weak.

Translating analysis into programmes and focusing on gender equality results

The Bank is well known for the quality and influence of the research materials that are produced and, increasingly, the Bank has produced research focused on key areas of gender equality. In addition, the Bank's Country Gender Assessments and Poverty Assessments are often important resources for development actors. However, it is important to ensure that research results and country analysis are consistently translated into policies and programmes on the ground. The Bank currently produces annual monitoring reports on implementation of its gender mainstreaming strategy. The reports have tended to focus on process and so it is, therefore, important to ensure a stronger focus on outcomes and results for gender equality. In addition to separate reporting systems, gender equality objectives need to be mainstreamed across all of the Bank's main reporting processes. In particular, the World Bank is well placed to support gender mainstreaming within PRSPs.



Annex 1B: World Bank – Summary Assessment

Criteria	Rating	Explanation of Rating + Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Well placed Monitoring systems are in place, are regularly reported on and show improvements in the way that gender is dealt with in policies, programmes and projects.	Since 2003, the Bank has produced annual monitoring reports on implementation of its 2001 Gender Strategy. These reports show a steady improvement in country diagnostic work, lending operations and TA with a gender dimension, particularly in education and health but increasingly in other sectors. Guidelines and best practice examples have been developed to inform and improve the gender analysis within analytical and lending work, with tools to integrate gender issues into the PRSP, PSAs, PAs, and PERs, among others, as well as in monitoring and evaluation, transport, rural development, social development, and HIV/AIDS. There has been a marked increase in the number of WB Poverty Assessments (PAs) that pay attention to gender issues in their analysis, to 77% in FY06.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Well placed A clear structure has been put in place to ensure strong leadership on gender and accountability at each level of the organisation. This is backed up with a training programme for staff, with tools and resources to guide implementation.	The Bank's gender mainstreaming strategy (2001) and revised operational policy on gender (2002) established accountability for policy implementation. Following the mandate for strategic and selective mainstreaming focused at the country level, each regional Vice-Presidency has made arrangements to ensure that the strategy and policy are implemented. Each region has a regional gender coordinator in charge of leading and monitoring the regional gender program, and there are gender focal points in more than 65 client countries. The World Bank Institute (WBI) has developed a gender training program with tools, guidelines and resources, and has ensured that gender issues are integrated into its training programs for many sectors.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice	Development area Some evidence of TA being used to influence partner governments on the importance of gender issues.	The 2005 evaluation noted the Bank's weakness in strengthening partner country institutions, such as statistics offices. However, there is evidence to suggest that the Bank has strategically used TA to influence the integration of gender issues in PRSPs.
Building for the future		
Evidence and information is both generated and used to inform policy and programming	Development area Gender-based evidence is more commonly used to inform work in the human development sectors, although there is evidence that gender	Although attention to gender issues and gender analysis is more common in the human development sectors, it is increasing in other sectors such as rural development, infrastructure, social development and social protection. Gender-based evidence is weaker in economic sectors, although a multi-year program of research on economic policy and gender has been carried out, which has produced and



	is increasingly being considered in other sectors.	disseminated a number of papers.
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Annex 1C: African Development Bank – Key Issues

More Consistent Implementation of Gender Equality Strategy

The Gender Plan of Action, 2004-2007, sets out objectives to: provide tools and build commitment among staff; establish gender-mainstreaming milestones for M&E; build capacity to assist RMCs; and, partnerships with multilateral, bilateral and regional organisations. The ongoing process of assessing implementation records some successes, but concludes overall that the influence of gender analysis on programmes and projects is patchy and prone to evaporation. The interim assessment records that: discussion of gender issues in CSPs is generally limited to a few facts and figures; and, education and health projects are the best designed with regard to gender issues, while results are mixed for agriculture and rural development projects, and infrastructure projects are progressively dealing with the issues. The Bank would benefit from focused support to ensure that gender equality is dealt with in a more consistent and comprehensive way, across countries and across sectors.

Working with Others

A range of donors has provided support to the Bank to better address gender. The development of gender country profiles and gender guidelines have been supported by Norwegian and Belgian trust funds. Canada has been supporting the development of a Gender Resource Allocation and Results Tracking System, with the objective, to institutionalize and document the proportion of resources the Bank allocates to various in support of increased gender equality. Given the importance of this system for continuing to monitor the implementation of the Gender Plan of Action, developing and supporting the implementation of this system could provide a focus for more coordinated external support. The Bank has also signed an agreement on collaboration (2006) with the Economic Commission For Africa (ECA) in which joint actions on gender are a key aspect, such as in the strengthening of country level capacity for the collection of gender disaggregated data and gender responsive planning and budgeting. In addition, the Bank provided inputs on gender for the preparation of the African Union progress report on the implementation of the Solemn Declaration on Gender Equality in Africa, the Global Monitoring Report (2007) and the OECD APF Support Initiative. The Bank participated in a number of regional and international forums, including the meeting of the NEPAD Gender Technical Group in Egypt (September 2006) and the international conference on “Women’s Economic Empowerment as Smart Economics” in Berlin (February 2007).

Work at a Country Level

The interim assessment of the implementation of the Gender Plan of Action draws attention to examples where national governments and the Bank have worked together to promote gender equality, including Uganda, Cameroon, Nigeria, Tanzania and Mozambique. Amongst the ways forward suggested are to support gender mainstreaming in PRSPs, through working with other donors and the national government on national level gender assessments, providing support to the development of capacity at a national level, and ensuring that the Bank’s own work provides good practice examples. At the same time, recent evaluations highlight the fact that there is limited attention paid to gender issues in the monitoring and evaluation of projects and programmes, although there is some very limited evidence of gender equality results, such as improved access to credit and training in Tanzania and gender parity in primary education in Ghana. Due to decentralization of the Bank’s operational structure and the opening of field offices in several countries, there are potential opportunities to work at the country level with the Bank to ensure that gender is dealt with in a more consistent way.



Annex 1C: African Development Bank – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Well placed Accountability mechanisms for gender equality objectives exist at various levels in AfDB, reporting is regular and external support is being provided to further strengthen these mechanisms	The Gender Plan of Action provides clear lines of responsibility, reviews are regularly carried out and evaluations carried out by the AfDB routinely cover gender objectives at the highest level. AfDB is receiving support for CIDA to develop a system to better ensure accountability for gender mainstreaming. This will also track changes, over time, in the gender dimensions of inequality that result from bank investments.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Development area The components are in place, but further efforts are required to begin to see these being translated into results.	The various components to achieve the gender equality objectives are in place and momentum is beginning to be built, but further efforts to start to achieve results on the ground are required. The process for developing the new Gender Plan of Action for 2008-2011 will enable a clear definition of responsibility and accountability for more effective mainstreaming across the organization. The institutional measures taken recently to ensure gender balance at managerial level (women now constitute 33% of managers from 11% in 2006) and the creation of a gender sensitive policy environment have great potential to generate momentum at the highest level.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice	Development area The political will and commitment to gender equality of African governments can provide the basis for productive partnerships, as shown in some of the Bank's work.	The Gender Plan of Action highlights the political will and commitment to gender equality in RMCs, despite slow and uneven progress across countries in attaining gender equality results and assessment of implementation draws attention to a number of examples of best practice in developing CSPs and some projects.
Building for the future		
Evidence and information is both generated and used to inform policy and programming.	Development area The Bank is involved in both research on gender issues and in initiatives that combine research with practical actions.	There is some evidence of a focus on gender issues in mainstream Bank research as well as of initiatives specifically designed to take forward important gender issues. There is an ongoing exercise inspired by the ECA African Gender and Development Index (AGDI) and the CIDA Framework for Assessing Gender Equality Results. This should result in the adoption of more robust gender sensitive indicators in the Bank's results measurement



		framework to ensure effective gender equality results measurement.
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Annex 1D: Asian Development Bank – Key Issues

Gender Action Plan, 2007-10

AsDB is currently developing an ambitious new Gender Action Plan to cover the period 2007-2010. A preliminary version of the Plan of Action sets out four action areas: GAD in policy dialogues and core sectors; GAD contribution to knowledge creation; achieving and measuring GAD results and impact; and, enabling environment and collaborative partnerships. Under each of the action areas there are 3-4 priorities, set out as indicators for future monitoring. Support to ensuring the acceptance and clearance of the plan would help in maintaining the considerable momentum built up within the organisation.

Working with Others

Canada, Denmark and Norway have all provided considerable support to AsDB in its work on gender equality. Denmark has provided support to the recruitment of local gender specialists for AsDB country offices. Through this support the number of specialists has risen from 6 to around 10, with three of the initial posts being regularised by the AsDB. The gender specialists in AsDB have had access to small grant funds supported by the GAD Cooperation Fund, established in 2003, with contributions from Canada, Denmark, Ireland and Norway. There are opportunities to work with others to support the development and implementation of the new Gender Action Plan.

Focus on Results

In carrying out the most recent review of the Policy on Gender the AsDB developed an approach entitled, Rapid Assessments of Gender Equality Results. These assessments were carried out in Bangladesh, Cambodia, Nepal and Pakistan and looked at projects in a range of sectors, including infrastructure, agriculture, education, health, and governance. The overall conclusions of the assessments was that the introduction of project-specific gender action plans had generally had a positive impact on the inclusion of gender issues, but that continued efforts were required to ensure that these issues were dealt with. There is potential to develop and disseminate this approach both within AsDB and with other multilateral organisations.



Annex 1D: Asian Development Bank – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Well placed AsDB's policy on GAD has been reviewed regularly and a new Gender Plan of Action, with ambitious targets has been set out for 2007-9.	The policy on GAD, set out in 1998, has been reviewed regularly in 2002 and 2005, with the analysis going into considerable depth. A new Gender Plan of Action, which is still awaiting finalization, sets out four areas of work and has ambitious targets for the priorities under each of these areas.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Well placed The reviews of policy implementation demonstrate a growing institutional momentum, while there are plans to increase senior management leadership of the issue.	The regular reviews of the implementation of the Policy on GAD record a growing momentum in the AsDB on gender equality. The proposed new Gender Plan of Action is focused particularly on increasing senior management commitment and accountability to GAD.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice	Well placed AsDB is committed in both policy and practice to developing and sustaining partnerships with national governments.	A key commitment in the AsDB's work on gender equality is to work with national level governments in partnerships. This commitment is clearly demonstrated in AsDB's long-term support to national government gender agencies and in recent joint country gender assessments.
Building for the future		
Evidence and information is both generated and used to inform policy and programming	Well placed AsDB's work in gender covers both existing sectors and seeks to develop new approaches in new areas of concern.	Efforts have been made to draw out best practice and highlight lessons to inform the development of the AsDB's work in a range of sectors, such as infrastructure and agriculture and rural development. Innovative work has also been developed in areas such as gender and law and trafficking, to inform new areas of policy and programming.



Annex 1E: Caribbean Development Bank – Key Issues

Need to ensure that Commitments are Consistently Implemented

CDB's commitments to gender equality are set out in the Strategic Plan for 2005-2009 and, more specifically, in the Regional Gender Strategy for the Basic Needs Trust Fund, supported by CIDA. CIDA currently supports the Gender Specialist with the BNTF and CDB has recently agreed to the establishment of a second Gender Specialist post to be responsible for gender mainstreaming in the organisation. This should help in giving gender equality a profile within the organisation, setting a clear agenda and establishing responsibilities for mainstreaming throughout the policies and programmes of the organisation, and providing targets and a baseline against which to assess progress. This is an area where continued external support and pressure could provide the momentum to bring together diverse elements within the Banks programme.

Working with Others

Canada has provided long-term support to the CDB through the Basic Needs Trust Fund, billed as the flagship poverty reduction programme of the Bank. The aim of the fund is to, provide resources to poor communities to improve access to basic public services, enhance employability and reduce socio-economic vulnerability. Concerns have been expressed that the fund is regarded as the poverty reduction component of CDB's programme. Nevertheless, the support provided and the potential lessons learned from the fund could provide a good basis on which to work in cooperation with Canada and other donors.

Responding to the Country Level

A number of the country poverty assessments recently carried out for the CDB make reference to the roles of government agencies dealing with gender issues. These agencies are involved in providing ensuring that gender equality is taken into account in government policies and programmes and for carrying and research and advocating on gender issues. Such agencies could provide opportunities for the CDB to develop partnerships to both learn from government counterparts and disseminate national experience more widely in the region. There are plans for the CDB to carry out gender assessments, which could potentially provide data to guide the development of national and sectoral policies.



Annex 1E: Caribbean Development Bank – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on.	Development area CDB's current Strategic Plan set out the commitments to gender equality and there are gender strategies for specific parts of the programme.	The CDB's approved Strategic Plan 2005-2009 sets out the organisation's commitments to gender equality, specifically through its commitment to the MDGs as integral to its policy framework and as strategic benchmarks against which to plan operations and measure and manage performance. A Regional Gender Strategy has been developed for the operations of the Basic Needs Trust Fund (BNTF) program. Gender Equality is built into the annual workplan of the BNTF's regional program and through assessments the Annual Report to CIDA and CDB's Annual Report.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Development area Whilst the developing focus on poverty reduction offers opportunities for a focus on gender equality, a lack of coherence in how poverty is approached is a cause for concern.	The CDB's approach has been to have poverty reduction as an overarching goal within CDB, under which there gender equality commitments are set out. The Bank has a Gender Specialist assigned to the BNTF poverty reduction program. The Gender Specialist also provides support to strategic assignments of the Bank including project reviews, reviews of the Country Poverty Assessments and the Country Strategy Papers. The Bank has agreed to the establishment of a second post of Gender Specialist for the wider gender mainstreaming agenda. This post lies within the new Project Services Division and will provide technical support to both the social and economic analyses and policy development of the CDB.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice.	Development area The BNTF programme provides a lead within the CDB, building relationships at a national level and seeking to develop capacity to deal with gender issues.	CIDA has played a crucial role in raising awareness of and institutionalising gender equality at the CDB. CIDA currently supports the position of Gender Specialist within the BNTF program, operationalising the Bank's commitment to gender equality within the Fund. This awareness and capacity skill building in gender analysis, is being reproduced within 10 Recipient Member Countries of the Trust Fund at an operational level, through partnerships that have been established in interagency coordinating mechanisms (such as the Interagency Task Force in Gender and Poverty which the CDB chairs) and at the national level through working program management arrangements with NGOs and the national machineries for gender. The BNTF is providing leadership on gender equality within poverty programming within the countries. The BNTF program is involved in developing capacity in gender analysis across development sectors – through staff development and training of critical stakeholders, including community stakeholders and planners drawn from the BNTF priority sectors.
Building for the future		
Evidence and information is	Development area There is experience and	Experience in the Basic Needs Trust Fund and the Caribbean Domestic Violence Intervention



<p>both generated and used to inform policy and programming.</p>	<p>evidence in CDB's programme that could be drawn on in developing policy and programming.</p>	<p>Project could provide evidence and information for the development of more mainstream policy and programming. A Technical Assistance paper has been developed for initiating Gender Assessments in countries of the Region. The work is programmed to begin in the third quarter of 2007. It is expected that the data will be used within the Bank's sector and analytical work and by the country in the design of national and sectoral gender polices.</p>
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Annex 1F: Inter-American Development Bank – Key Issues

Need for a New Gender Action Plan

The publicly available documentation on the Bank's WID policy, Gender Mainstreaming Action Plan and reports of progress are all dated from 1987 to 2006. Results from a comprehensive review, covering all of the actions and targets set out in the Action Plan, were incorporated in the latest Report to the Board of Executive Directors on the Implementation of the Bank's Women in Development Policy for the 2002-2005 period, which include recommendations and benchmarks for progress over the next 4 years. However, there does not appear to be any progress in developing a new Policy on gender equality. In addition, the lack of a new Action Plan, when the previous Plan expired in 2005, would seem to demonstrate a loss of institutional momentum. This is an area where external support could help in building the momentum that once existed in the Bank.

Working with others

The IDB receives considerable support from a range of donors through a variety of means, including trust funds, such as the Gender Mainstreaming Trust Fund, created with support from Norway and endorsed by Canada, and support to specific initiatives. One outstanding example in the PROLEAD programme, launched in 1998, in coordination with UNIFEM, UNICEF, UNDP and OAS and supported by Canada, Norway and the Netherlands. PROLEAD supports innovative grant, training and research initiatives that have helped organizations in the region promote women's leadership in local and national political development. The experience from the programme has been used in developing innovative research work, such as the report on Women, Politics and Democratic Prospects in Latin America. The experience gained from the various support provided to the Bank by bilateral donors could form the basis for future coordinated efforts to support IDB.

Turning Evidence into Policy

IDB has developed an innovative approach to the analysis of key gender issues, which are identified in the action plans as Flagship Themes, areas that are deemed critical to the development of equal opportunities for women and men. Significant work has been developed through research and pilot initiatives in the themes set out in the Action Plan, which included initially: prevention of domestic violence, labour market training, reproductive and maternal health, and participation in decision-making and leadership. The aim in the approach is to mainstream established Flagship Themes into the regular lending portfolio, a process that is monitored to assess its effectiveness. This is an approach that could be disseminated amongst multilateral organisations and more widely.



Annex 1F: Inter-American Development Bank – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Development area Action Plan with clear targets developed and used as the basis for monitoring, but the status of current review is unclear and no new Action Plan has been developed.	Clear Bank-wide targets and commitments set out in Gender Mainstreaming Action Plan (2002). The IDB has reported every 3-4 years in the form of Reports to the Board on the implementation of the WID policy and progress in gender mainstreaming. The Board considered report for 2002-2005 was considered by the Board in June 2007.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Development area While the implementation of the Bank's gender policy is well-established, more recent uncertainty over the review of policy and the lack of a new Action Plan are of concern.	The IDB's efforts to establish and implement its WID policy and a gender equality instruments are well established. The IDB's Operating Policy on Women in Development, approved in 1987, is still in place. An external evaluation of the most recent Action Plan for 2003-2005 was finalized in February 2006. The results of this evaluation were integrated into the Report to the Board considered by the Board in June 2007. A Policy on gender equality should be produced as part of the broader Strategic Framework on Gender Equality, which will precede the production of a new Action Plan.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice	Well placed There are some good examples of partnerships with national governments, something which has been supported by the Bank's Action Plan.	Some of the Bank's work on gender equality and social inclusion demonstrates a commitment to partnership in practice. The Gender Mainstreaming Action Plan placed emphasis on improving dialogue with national governments to increase the focus on gender equality in country strategies as well as supporting efforts to help strengthen capacity within national governments to address gender issues. A significant advance in the mainstreaming of gender issues in Country Strategies is one of the main findings of the 2002-2005 Report to the Board. The GED Unit's annual business plans have consistently included a focus on fostering and maintaining external partnerships, primarily through annual consultations with the IDB's External Advisory Council on Gender Equality and participation in inter-agency harmonization groups that focus on gender equality.
Building for the future		
Evidence and information is both generated and used to inform policy and programming	Well placed The Flagship Themes approach has been effective, but further efforts are required to ensure that gender analysis informs the development of policy and programming as a whole.	The research generated by the GED Unit is informed by experience on the ground and is in turn used to inform the development of new approaches to programme development. There is a much more mixed picture of how evidence and information on gender issues is used to inform IDB's policy and programming as a whole.



Annex 1G: EFA-FTI – Key Issues

Ensuring that Gender is Embedded

The 2005 gender review of the FTI has created an environment that is more conducive to gender mainstreaming than ever before. Recent events – most notably revision of FTI Appraisal and Endorsement Guidelines – have created an opportunity for external support to take mainstreaming forward. To date, DFID has played a crucial role in raising gender within the FTI, although this appears to have relied heavily on the personal commitments of individual members of staff. There is a need to ensure that DFID, working with others, clearly articulate their commitment to promoting gender equality within the FTI.

Working with others

The FTI has made a number of important commitments to promoting gender equality. However, the important issue now is turning these commitments into a reality and ensuring that they are systematically taken forward in practice. DFID appears to have been the most vocal among bilateral donors in raising gender issues within the FTI. However, DFID is not alone and a number of potentially likeminded donors have been identified, most notably, CIDA, SIDA and NORAD. There is a need to coordinate future efforts on gender.

Strengthening UNGEI

UNGEI now plays a more strategic role in promoting gender equality through the FTI process at the country level. UNGEI now has a clear mandate to provide support to the FTI process, for example, through gender analysis of plans, budgets and data, as well as stakeholder consultation, and support for capacity building. UNGEI has played an important role within the FTI of continuing to challenge the FTI Partnership to strengthen its focus on gender related issues in the education sector. There were two major successes in 2005-6 as a result of UNGEI advocacy: changing the FTI appraisal guidelines to ensure that gender issues were addressed during the assessment of an education sector plan for endorsement; and, requiring that all data be gender disaggregated and that specific targets are set for reducing gender gaps where they persist. The challenge for the future will be to monitor progress on these indicators and also to encourage ministries of education to introduce the policy measures in areas such as teacher training or curriculum reform in order to ensure that girls are given access to a decent quality education.



Annex 1G: EFA-FTI – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Well placed To-date, accountability mechanisms have been weak. However, UNGEI is now mandated to play a strategic role, with specific responsibilities in the appraisal and endorsement process.	While FTI Status Reports, have not to included discussion on gender equality goals, it has been proposed that a section could be added to the 2007/8 Report to monitor progress in FTI countries. FTI processes have enabled a stronger emphasis on gender equality only where Development Partners have taken the initiative. A systematic approach to addressing gender – and the accountability mechanisms which underpin this – have been lacking. UNGEI has now been mandated to play a more strategic role, with specific responsibilities for ensuring gender issues within education sector are addressed in national plans. To date, UNGEI has provided reports on Sierra Leone and Liberia, which highlight the key gender issues in the sector plan and provide advice to the donor group and the partner countries on effective measures to address these issues.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Development area It has been agreed that the FTI Appraisal Guidelines will include gender equality goals. FTI meetings do cover discussions of gender, with a focus now on action.	The Partnership has agreed to include gender equality goals in the FTI Appraisal Guidelines. An evaluation of the FTI is proposed for end 2007 – early 2008 and it is likely that this will provide the opportunity to formalize changes in the FTI Framework. Gender has been included on the agenda in most FTI meetings, with the focus now switching to action rather than continuing discussion. A new senior education specialist will be appointed to the Secretariat from September 2007. One of the post holder's objectives will be to strengthen the gender focus of the FTI and s/he will act as a focal point for this work.
Managing External Relationship		
Partnerships with national governments promote gender equality and women's empowerment in practice	Development area For the most part, FTI support to promoting gender equality in education has responded to existing in-country demand and commitment.	The FTI model depends heavily on country level demand on key policy issues. The intervention by 'gender champion' donors at the country level will make an important contribution to strengthening the overall focus of FTI on gender equality issues. FTI Gender review emphasised the need for FTI process to strengthen government ownership of gender equality goals in education. The 2007/08 evaluation should provide an important opportunity to assess the impact of FTI on reducing gender gaps in the education sector. Preliminary impact assessments, such as the Development Committee report (Sept 2006) indicated that there had been a substantial increase in girls' enrolment in most FTI supported countries.
Building for the future		
Evidence and information is both generated and used to	Development area Generation and use of evidence has been patchy.	Gender analysis used to inform education sector strategies has been based on different qualities of evidence base within each country.



inform policy and programming		The availability of statistical data on gender varies enormously. Qualitative research on gender inequality is particularly patchy. Strengthened partnership with UNGEI should increase both the generation and use of gender-related evidence.
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Annex 1H: GAVI Alliance – Key Issues

Gender Strategy

There is currently nothing to demonstrate that GAVI is committed to gender equality objectives. A gender strategy would at least set out the need for gender to be considered in all aspects of the programme. However, in the 2007-2010 roadmap there is a milestone that by 2008, GAVI plans to conduct baseline research and develop a policy on socio economic & gender equality in immunisation.

Availability of Gender Expertise

Efforts should be made to ensure that the governing mechanisms of have access to and utilise gender expertise to inform the policies and programmes supported by the fund.

Ensuring the Disaggregation of Data Collected

Data on the impacts of the work supported by the fund is collected and published by WHO. There would potentially be value in ensuring that this data is collected in such a way that it can be disaggregated.



Annex 1H: GAVI Alliance – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Urgent development area Results do not seem to be regularly disaggregated and gender does not feature as an issue in monitoring.	There are some past studies available that show that there are few differences in immunisation coverage with regard to gender. Nevertheless, the results that GAVI reports are not regularly disaggregated and gender does not seem to feature as an issue in this monitoring.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Urgent development area There is nothing to show if there is institutional commitment to gender equality in GAVI.	There is nothing publicly available for GAVI that shows if there is any commitment to gender equality.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice	Urgent development area GAVI's structures are all based in Europe and the USA and there are few women represented.	The GAVI Fund, the GAVI Alliance and the Secretariat are based in the North and it has been noted that there are few women or non-Northerners represented.
Building for the future		
Evidence and information is both generated and used to inform policy and programming	Development area GAVI's focus is primarily on supply issues, which are predominantly technical. There is a potential entry point through the plans to conduct baseline research.	The current focus of GAVI is on technocratic, supply issues to do with the development and supply of new vaccines and large-scale immunisation campaigns. In the 2007-2010 roadmap there is a milestone that by 2008, GAVI plans to conduct baseline research and develop a policy on socio economic & gender equality in immunisation.



Annex 1I: Global Fund to Fight AIDS, Tuberculosis and Malaria – Key Issues

Gender Strategy

A recent report by the International Center for Research on Women recommended more fully integrating gender into Global Fund operations and policies. This could best be done through a gender strategy, which could cover all aspects of policy, planning, monitoring and evaluation. A gender strategy would raise the visibility gender equality within the organisation, set a clear agenda and establish responsibilities, and provide targets and a baseline against which to assess progress. A proposal has been made by Germany, working with Canada and Switzerland, to better integrate gender issues into the Global Fund's policies and operations.

Availability of Gender Expertise

The ICRW report also recommended that the various levels of management in the fund, including the board, country coordinating mechanisms, civil society delegations, and the Global Fund secretariat, should increase gender expertise within their bodies. At present Canada, Germany, Sweden, Norway and the UK regularly raise gender issues with the fund and so could provide assistance in identifying and supporting such expertise.

Ensuring the Disaggregation of Data Collected

Gender currently features in the proposed Five Year Evaluation, which will examine whether the populations at the greatest need are being reached, recognising the need for disaggregated data, which includes gender. The issue of disaggregated data is a key factor that the Global Fund is working on.



Annex 11: Global Fund to Fight AIDS, Tuberculosis and Malaria – Summary Assessment

Criteria	Rating	Explanation of Rating + Comments/Observations
Delivery of Results		
Institutional systems in place to monitor and measure results, and these are regularly reported on	Development area Gender is recognised as an underlying issue, but is not currently fully integrated into operations and policies.	The Global Fund responds to proposals from the country level and so does not impose conditions such as the need for a gender perspective centrally. Gender is recognised as an issue, but is not currently fully integrated into the Global Funds operations and policies, although the need to ensure that policies and operational guidance integrate gender perspectives and to encourage appropriate reporting are recognised. A proposal has been made by Germany, working with Canada and Switzerland, to better integrate gender issues into the Global Fund's policies and operations. Gender is most clearly spelled out in the proposed Five Year Evaluation, which will examine whether the populations at the greatest need are being reached, recognising the need for disaggregated data, which includes gender.
Managing Resources		
Institutional momentum and commitment maintained through clear vision and strong leadership.	Urgent development area It is not currently clear if there is institutional commitment to gender equality in the Fund.	A recent report by ICRW (2005) recommend that there is a need to increase the gender expertise available to the board and integrate gender analysis throughout operations, something that has not yet been done. Taking up these recommendations has the potential to provide clear vision and strong leadership on gender equality.
Managing External Relationships		
Partnerships with national governments promote gender equality and women's empowerment in practice	Development area The open governance mechanisms provide opportunities to bring in gender expertise.	The fund operates through Country Coordinating Mechanisms (CCMs), which encourage innovative alliances among partners in recipient countries and drawing on the active participation of civil society, including the private sector. CCMs are actively encouraged to include gender expertise in their membership as well as to ensure a gender balance amongst members (as set out in the CCM guidelines) and thus provide a potential entry point. International partners, both bilateral and multilateral, play an important role through influencing the conception and implementation of programmes making them well placed to ensure gender is taken into account and prioritized. Holding the Global Fund accountable for maximizing the use of relevant partners in relation to gender would be an one way to focus on this area.
Building for the future		
Evidence and information is both generated and used to inform policy and programming	Development area The ways in which the fund operates provide the basis for evidence to inform policy and programming.	Two of the key principles of the Global Fund are that proposals are evaluated independently and operations are transparent and accountable. The information available through the Fund's website and the Five Year Evaluation provide evidence that will inform future policy and programming.



