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# PARTNERING FOR GENDER EQUALITY

WORLD BANK ANNUAL GENDER TRUST FUNDS PROGRAM REPORT

2014

90914



The Gender Trust Funds (GENTF) Program comprises all trust funds managed by the Gender Group. This report provides progress and results financed by these trust funds for the period July 2013 – June 2014. The report does not cover gender-specific and multi-purpose trust funds managed by other World Bank Group (WBG) global practices and cross-cutting solution areas.



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## ABBREVIATIONS

<b>AFR</b>	Africa	<b>IDA</b>	International Development Association
<b>AGI</b>	Adolescent Girls Initiative	<b>IFC</b>	International Finance Corporation
<b>CCSA</b>	Cross-Cutting Solution Area (in the World Bank Group)	<b>LCR</b>	Latin America and the Caribbean
<b>CSC</b>	Corporate Scorecard	<b>MDTF</b>	multidonor trust fund
<b>CSO</b>	civil society organization	<b>M&amp;E</b>	monitoring and evaluation
<b>DAC</b>	Development Assistance Committee (of the OECD)	<b>MNA</b>	Middle East and North Africa
<b>DFI</b>	Development Finance Vice Presidency (of the World Bank Group)	<b>NGO</b>	nongovernmental organization
<b>EAP</b>	East Asia and the Pacific	<b>OECD</b>	Organisation for Economic Co-Operation and Development
<b>EBRD</b>	European Bank for Reconstruction and Development	<b>RGAP</b>	Regional Gender Action Plan
<b>ECA</b>	Europe and Central Asia	<b>SAR</b>	South Asia Region
<b>EPAG</b>	Economic Empowerment of Adolescent Girls and Young Women (Liberia)	<b>SDTF</b>	single-donor trust fund
<b>FAO</b>	Food and Agriculture Organization (of the United Nations)	<b>SME</b>	small and medium enterprises
<b>FY</b>	fiscal year	<b>TVET</b>	technical vocational education and training
<b>GBV</b>	gender-based violence	<b>UFGE</b>	Umbrella Facility for Gender Equality
<b>GENTF</b>	Gender Trust Funds	<b>UNFPA</b>	United Nations Population Fund
<b>GP</b>	Global Practice (in the World Bank Group)	<b>USAID</b>	United States Agency for International Development
<b>ICT</b>	information and communication technology	<b>WBG</b>	World Bank Group
		<b>WDR</b>	World Development Report
		<b>WLSME</b>	Women's Leadership in Small and Medium Enterprises



Photo: Chau Doan / World Bank

# INTRODUCTION

## THE GENTF PROGRAM

The World Bank Group (WBG) promotes gender equality in developing countries through its strategies and financing programs by integrating analysis of gender disparities as well as approaches to address and monitor progress to close them. The WBG also builds knowledge and capacity to better address gender inequality. At a global level, the WBG strives to improve outcomes for men and women by leveraging partnerships and broadening coalitions for sustained action and ensuring gender equality remains central to the development agenda.

The World Bank’s Gender Trust Fund (GENTF) Program is managed by the WBG’s Gender Group. It provides critical, complementary resources to support strategic and innovative work on gender equality. The trust funds managed under this program have emerged in response to various global and institutional needs and opportunities. There are currently three trust funds under the GENTF Program (see Table 1).

**TABLE 1. GENDER TRUST FUNDS PROGRAM**

Pledges		
Umbrella Facility for Gender Equality	\$45,478,381	Multi donor
Multi Donor Trust Fund for the Adolescent Girls Initiative	\$16,990,477	Multi donor
Women’s Leadership in Small and Medium Enterprises	\$3,500,000	Single donor
<b>Total</b>	<b>\$65,968,858</b>	

## **ALIGNMENT WITH BANK COMMITMENTS ON GENDER EQUALITY**

Progress toward gender equality is indispensable to achieving the WBG's twin goals: ending extreme poverty by 2030 and boosting shared prosperity. In fiscal year 2014, the WBG bolstered its support for gender equality by strengthening gender targets in the Corporate Scorecard (CSC) and commitments under IDA 17. These steps raise the bar for assessing how well the WBG is addressing gender disparities in country strategies and financing. They also place greater emphasis on evaluating performance of projects during implementation and at exit so that impacts and outcomes can be better tracked. Meeting these ambitious corporate targets and commitments will require ramping up efforts to fill country-level gaps in sex-disaggregated data and building a robust evidence base on what works and what does not in areas such as women's labor market participation and access to services.

The GENTF program is an important instrument for accelerating the gender equality agenda, including helping us deliver on the IDA17 commitments and CSC targets. It does so by: 1) building evidence in areas with persistent gaps; 2) increasing the availability of and access to data; 3) pushing the frontiers of the gender agenda; and 4) leveraging partnerships. Ultimately, these activities help the WBG respond with effective advice and development solutions at the country level.

Through close alignment with Regional Gender Action Plans (RGAP), the GENTF program ensures support in addressing regional and country-level priorities. Over the past few years, the GENTF has empowered regional teams in allocation and management decisions (the Regional Chief Economists Office in the case of the WLSME trust fund and Regional Management Teams in the case of the UFGE). This has helped to ensure that funds have a direct impact at the country level and has cultivated greater regional ownership of the GENTF program.

As experience worldwide shows, progress on gender equality is neither a short-term endeavor nor a linear process. It requires sustained political commitment, including continuing to make the case for gender equality as integral to development. This commitment needs to be combined with country-specific analysis of the underlying causes of gender disparities, evidence of what works to address them, and improved sex-disaggregated data to track gender gaps over time. The GENTF complements the WBGs gender equality agenda with activities that have a strong "public good" element as well as those that are innovative and push the frontiers of gender equality work.

## **A PARTNERSHIP MODEL**

The GENTF program provides a vehicle for working in partnership to tackle these challenges. It represents a program of activities aimed at addressing the multi-faceted nature of gender disparities. Hosting activities under one umbrella provides better opportunities for learning across regions and for facilitating cross-sectoral approaches. The GENTF program shares technical know-how and ensures that critical knowledge, evidence, and data are made widely available to development practitioners and policy makers. Activities, such as regional dialogues in Turkey on women's economic opportunities, have ensured local ownership of the gender equality agenda and lent voices to women and other stakeholders. The Africa Gender Innovation Lab is generating rigorous evidence helping us learn what works and what doesn't in programs designed to reduce gender disparities and link these results to better project design. By working closely with client counterparts in their evaluations, they also help increase capacity and demand for gender equality interventions. In South Asia, GENTF-supported activities are partnering with local NGOs and development agencies to help build capacity and support for actions on sensitive issues such as gender based violence.

Over the past few years, the GENTF program has made consistent efforts to increase the effectiveness of the allocation and administration of funds and reduce the number of trust funds under the GENTF portfolio—from six to three over the past three years. In fiscal year 2015, the AGI MDTF will come to a close. In 2012, the Umbrella Facility for Gender Equality was launched as the first of five pilot umbrella facilities. The UFGE has become the main vehicle through which trust fund resources for gender equality are channeled.



*Photo: Arne Hoel / World Bank*

The UFGE has been identified as good practice by the regions, as well as by the Development Finance (DFi) vice-presidency. A recent review of umbrella facilities commissioned by DFi found that umbrella facilities lend themselves well as effective platforms for higher level strategic dialogue. The review highlights how the UFGE operates fully along the intended organizing principles for umbrella facilities and has helped consolidate trust fund accounts and promote efficient management and administration through its decentralized approach. It also commends the UFGE for its alignment to a strategic agenda and the regional priorities as identified in the RGAPs.

## **LOOKING AHEAD**

In FY15, a revised gender equality and development strategy for the WBG will be prepared. This strategy will focus on how the WBG can sharpen its work on gender equality to emphasize results and outcomes. The GENTF program will complement these efforts by helping to fill critical data, evidence, and knowledge gaps.

In the coming year a mid-term evaluation of the UFGE will also be launched, which will in part determine whether to extend past the planned FY17 closure.

This report provides an overview of the work funded by the GENTF program between July 2013 and June 2014. The following section highlights some emerging results across the program. The remainder of the report highlights progress and achievements under each of the program's three active trust funds.



Photo: Mano Strauch / World Bank

# TOWARD GENDER EQUALITY RESULTS

Activities financed under the GENTF Program contribute to results in the following three areas:

- Better gender-informed policy making at the country level;
- Improved gender-inclusive design of operations and programs; and
- Heightened awareness and increased demand for gender equality interventions.

Over the past year, a number of GENTF-supported activities have strengthened policies and programs to increase the chances of better outcomes for women. Data and research have raised awareness of gender disparities among key stakeholders and in some cases led to targeted campaigns that boosted women's property ownership in pilot areas. Learning from pilots and projects has shaped the design of new and ongoing projects, and capacity building has spurred demand for gender equality policies and programs leading to country-level gender equality commitments.

## **BETTER GENDER-INFORMED POLICY MAKING AT THE COUNTRY LEVEL**

The GENTF program aims to strengthen policy-making by increasing the availability and use of gender-relevant data and evidence. It supports efforts to improve policy-making at the country level by investing in areas where gender equality gaps persist and in new areas where evidence about solutions to address these inequalities is weak.

In fiscal year 2014, important contributions to policy dialogue on women's productivity in agriculture and employment in Sub-Saharan Africa were made:

### **Evaluation results inform policy dialogue in Rwanda and Uganda**

The Africa Gender Innovation Lab uses research results to improve country and regional policy by scaling up effective policies and programs, and scaling down less effective ones. For example, a 2010 evaluation of a pilot land title registration program in Rwanda revealed that married women lacking an official marriage certificate were likely to lose property rights. A new policy was developed to strengthen the rights of women without a marriage certificate just in time for the national

rollout of land title registration. A follow-up evaluation showed the positive impact of the policy change: property rights increased among all women, regardless of marriage certificates. The UFGE supported the follow-up and dissemination around the national rollout and will continue to support the sharing of results and lessons. There is also promising progress in Uganda, where a National Policy Dialogue on Gender in Kampala involved 150 representatives from the National Planning Authority, the Ministry of Planning, the Ministry of Gender, Labor and Social Development, and other stakeholders. Evidence was presented on interventions to increase agricultural productivity, female participation in male dominated trades, and youth employment. Following the Dialogue, commitments were made for further collaboration between the World Bank and the National Planning Association to incorporate findings into concrete policy actions in the next National Development Plan. The UFGE has also made it possible for the Gender Lab to expand its portfolio with 17 new evaluations.

### **New evidence to spur policy action around the gender gap in agriculture**

2014 has been declared the “Year of Agriculture and Food Security” by the African Union, and a new report supported by the UFGE makes a strong case for why policy makers need to focus on female farmers. *Levelling the Field: Improving Opportunities for Women Farmers in Africa*, done in partnership with the ONE Campaign, has drawn significant attention from media and policy makers by offering new insight into the factors that account for gender gaps in agricultural productivity in Ethiopia, Malawi, Niger, Nigeria, Tanzania, and Uganda. The report offers ten policy priorities for narrowing the gender gap in agriculture and was presented to African finance ministers during the World Bank Spring Meetings and at the World Economic Forum in Abuja. It featured in an op-ed by Melinda Gates, reprinted in over 20 online news sources. At least 30 news sources around the world have reported on the findings, which are drawn from nationally representative data from the Living Standards Measurement Study – Integrated Surveys on Agriculture (LSMS-ISA) program. The evidence is startling: Male-managed farm plots out-perform those of female farmers by as much as 66 percent in Nigeria and 25 percent in Malawi. While less access to inputs such as fertilizer and water is an important determinant, cultural norms are also shown to play an important role in the ability to mobilize labor on the farm.

“...[N]ovel insight that promises to empower governments and NGOs to better tailor policies and programmes specifically toward the constraints affecting women farmers in their countries”

**New African** • President Ellen Johnson Sirleaf and former Irish President Mary Robinson

## **IMPROVING DESIGN OF OPERATIONS AND PROGRAMS**

The knowledge and evidence produced through GENTF activities leads to better-designed operations with a sharper focus on gender-informed implementation and results. Activities aim to strengthen and expand successful approaches and translate new evidence into results on the ground.

Evidence from impact evaluations are increasingly being used to improve the design and implementation of operations. For example, results from the impact evaluations of the Liberia Economic Empowerment for Adolescent Girls and Young Women (EPAG) project and the Uganda Empowerment and Livelihood for Adolescents project are feeding into the design of the \$200m Sahel Women Empowerment and Demographic Dividend Regional Project, which will include interventions targeted to adolescent girls in Chad, Cote d'Ivoire, Mali, Mauritania, Burkina Faso, and Niger. Other examples of where GENTF activities have led to improved program design include:

### **Learning exchange leads to program adaptations in Rwanda**

In February 2014, a team of government officials charged with implementing the Rwanda Adolescent Girls Initiative traveled to Monrovia, Liberia for a one week learning exchange. The visit was hosted by the implementation team of Liberia's Economic Empowerment for Adolescent Girls and Young Women Project (EPAG). The learning exchange focused on: 1) design and implementation lessons from the EPAG project (including lessons about institutional strengthening and job/business placement); 2) EPAG Monitoring and Evaluation (M&E) systems and tools and an exchange of experiences in

using these; and 3) lessons and best practices from AGI Rwanda's scholarship scheme and agri-business, food processing, and culinary training areas. Following the visit, Rwandan officials made program adaptations based on lessons from the exchange, such as strengthening M&E systems and setting up mentoring services.

**“A key take away from this visit is that we need to put much more focus and resources into the mentorship and transitioning the girls from training to work.”**

**Sam Barigye** • Workforce Development Authority, Rwanda

### **Nepalese civil society organizations test ICT measures for processing reports of violence against women**

FightVAW is an internet-based platform and application providing victims of gender-based violence an alternative means of reporting. Developed with support of the UFGE, FightVAW enhances coordination among organizations that provide care and services. The application received its first reported case in December 2013 and has since seen a continuous stream of cases reported through phone, SMS, or manual entry. Civil society organizations in Nepal have shown interest in the online case management system developed for FightVAW; three organizations are testing the case management system. The system provides Case Managers with an easy overview of cases in their portfolio and follow-up actions. Actions are recorded and data about the cases can be mined to help monitor the cases and quality of response. The initiative resulted from the June 16, 2013, Violence against Women Hackathon (VAWHack) in Nepal organized jointly by the World Bank, International Finance Corporation, Young Innovations, and the Computer Association of Nepal.

## **INCREASING AWARENESS AND DEMAND FOR GENDER EQUALITY INTERVENTIONS**

**Over 360 government officials and policymakers have been trained on evidence-based policymaking and leadership to promote gender equality**

Sustaining and deepening progress on gender equality requires continued efforts to broaden support across a range of partners. In recent years, teams have increasingly supported activities aimed at building capacity and promoting innovation and learning on gender issues in WBG client countries.

In FY14, the GENTF supported training of over 360 government officials and policymakers on collection and use of data and rigorous evidence, as well as leadership in promoting change.

### **Building capacity for policy reform on women's land rights**

Over the past year, a joint FAO - World Bank initiative generated gender-disaggregated data for evidence-based policy making and raised country awareness around women's property rights in the Western Balkans. Lessons and recommendations from this initiative were presented at the 2014 Annual World Bank Conference on Land and Poverty in Washington, D.C., which offered an opportunity to engage in post-2015 discussions on indicators and monitoring progress. Six teams comprised of government, civil society, and the private sector, from ongoing World Bank-supported land administration projects, were formed and asked to draw up concrete eleven-month action plans for boosting female property ownership. A one-week workshop in 2013 gave the teams (a total of 31 representatives from Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia) the opportunity to fine-tune their action plans and receive training.

**In Shtime, Kosovo, a temporary waiver of fees for registering property jointly resulted in a 21 percent spike in registration of women.**

When the teams reconvened in May 2014, they took stock of progress, presented early results and discussed challenges faced in implementing their reform proposals. In many of the countries, successful awareness campaigns were carried out in pilot municipalities. In Serbia, mobile services were scaled up, training programs carried out, and commitment incorporated into a pipeline land project. In Kosovo, applications from women to the registration office increased up to 21 percent in the pilot municipality.

### **Building ministerial capacity to mainstream gender in Guatemala**

In 2014, the Government of Guatemala requested that the World Bank create a gender curriculum for Gender Focal Points for the country's line ministries. The request followed UFGE-funded dissemination of the report *Teenage Pregnancy and Opportunities in Latin America and the Caribbean: On Teenage Fertility, Decisions, Poverty and Economic Achievement*. The event in Guatemala led to collaboration between Secretaria Presidencial de la Mujer and the World Bank to carry out a series of workshops on key areas for gender equality in Guatemala and successful policy interventions from other countries. 8 sessions are being carried out from April through November 2014 on a bi-monthly basis. The course is expected to enhance ministerial capacity and increase support for gender mainstreaming in operations.

### **Turkish officials learn from Latin American experiences on gender-friendly labor policies**

As part of ongoing UFGE-supported assistance to boost economic opportunities for Turkey's women, the Ministry of Family and Social Policy (MoFSP) is looking to learn from international experiences regarding family-friendly labor policies, including childcare provision, flex work, and parental leave. To this end, study tours to Chile and Mexico were organized for key representatives of the Ministry. The goal was to increase their knowledge of the practical implementation of specific models and discuss challenges these countries experienced. These exchanges provided the opportunity to discuss the delivery of social assistance packages, including training and labor intermediation, and the role of social workers in enhancing the uptake and impact of different government programs. The delegation prepared a detailed briefing of lessons learned during the study tour and presented specific findings and recommendations to MoFSP authorities, contributing to the discussion of the child-care pilot model to be implemented with the support of this project.



Photo: Arne Hoel / World Bank

# UMBRELLA FACILITY FOR GENDER EQUALITY (UFGE)

The Umbrella Facility for Gender Equality (UFGE) is a multidonor facility designed to strengthen awareness, knowledge, and capacity for gender-informed policy making. The UFGE promotes results by equipping policy makers and development experts with data, knowledge, and evidence. The UFGE was established in July 2012 and has received \$45m in pledges from 12 donors.

## PROGRESS AND ACHIEVEMENTS IN 2014

Two years in, the UFGE has a robust program across all World Bank Group regions, nearly three quarters of which are in IDA countries. These activities are expanding global knowledge and paving the way for evidence-based policy-making to reduce gender gaps in critical areas such as economic empowerment, women's agency, and access to justice.

The UFGE promotes results in three main outcome areas:

- better gender-informed policy making at the country level;
- Improved design of operations and programs; and
- heightened awareness and demand for gender equality interventions.

It aims to achieve these outcomes by improving data and evidence, expanding the frontiers of knowledge, and leveraging partnerships. In fiscal year 2014, the UFGE portfolio grew to over 70 activities including research, technical assistance, impact evaluations, and client capacity building. The majority of the World Bank Group's new Global Practices—11 out of 14—have received funds from the UFGE.

The following sections highlight two key areas of investment—women’s economic empowerment and agency— where UFGE activities are expected to have an important impact. It then reports on activities that are improving data, building evidence, pushing frontiers, and leveraging partnerships. Finally, updates on recent allocations and the financials are provided, along with plans going forward.

## ECONOMIC OPPORTUNITIES

On average, women’s labor force participation has stagnated over the last three decades<sup>1</sup>. The UFGE is investing in data, practical research, and capacity building to help increase women’s economic opportunities.

### Evidence on employment outcomes for women

The UFGE is supporting rigorous evaluations and pilots across several regions. These will generate important lessons for the design of employment programs by helping us understand:

- **Do skills training programs work for young women?** In Liberia, with UFGE support, job and business skills training has been given to an additional 1,000 young women (3,500 young women total, through three rounds), along with life skills training and support for enterprise start-up or in-service training and job placement. Training has been rolled out to younger and rural girls and the scalability of the program is being tested. Similarly, in Haiti, some 1,000 vulnerable young women are aided in their school-to-work transition through technical (often “non-traditional”) training programs that aim to successfully promote agency through life skills training and reduce vulnerability of girls commuting to training and participating in internships.
- **How can women enter non-traditional sectors with better earnings prospects?** In Benin, a youth employment project is evaluating the ability of information campaigns, sensitization activities or short-term technical training to help women cross over into more lucrative non-traditional trades. In Bangladesh and Nepal, a pilot project is testing ways for young women to acquire information and communications technology (ICT) skills and break into this untapped but “non-traditional” labor market for women.
- **Do internships provide an effective entry into the labor market for young women?** In Yemen, a program will facilitate and support the placement of the interns through a matchmaking process, providing basic skills training to all accepted applicants and basic orientation training including work ethics and personal productivity. Employers will cover the cost of 50% of the intern’s stipend with the program covering the remaining 50%.

Adult literacy training in many countries is carried out by a variety of non-governmental organizations and community-based organizations, resulting in a diversity of delivery models. In 2014, the UFGE supported an assessment providing a comprehensive analysis of adult literacy programs in the Solomon Islands to elicit good practices and develop benchmarks and a monitoring framework for improving quality and effectiveness. The study found low participation rates among men and younger women and that overall, successful models are characterized by a high degree of support for program leaders and community ownership with classes that are customized to learners’ needs. The report is now being used to support dialogue with the government.

The UFGE is exploring how to help girls and women break into male-dominated trades

### Policies for easing the time burden on women

A new UFGE-supported study in Europe and Central Asia, *The Role of Informal Childcare and Eldercare in Aging Societies*, sheds light on how the disproportionate share of care work borne by women affects their access to economic opportunities. The study offers new evidence and documents practices, norms, and behaviors around gender-specific themes associated with aging and has informed the forthcoming Regional Study on Aging. It highlights how the pattern of care provision does not disappear as children grow up, but varies over the course of a woman’s life, becoming especially pressing during middle age, when women are expected to care for both the older and younger generations.

<sup>1</sup> World Bank (2012), World Development Report 2012: Gender Equality and Development



Photo: Arne Hoel / World Bank

Work is also underway to better understand interventions that look at the economic impacts of easing care responsibilities for women. In China, a study is underway that looks at the effect of long-term care on female economic activity. This will include a global review of experience giving cash transfers to those providing eldercare and outcomes in terms of elderly welfare and labor force participation. In Cote d'Ivoire, the impacts, in terms of hours worked, productivity and job tenure, of providing childcare are being evaluated in partnership with the Ministry of Agriculture in areas where new cashew processing factories will be opened.

### **BOX 1. CAN CHILDCARE BOOST FEMALE LABOR FORCE PARTICIPATION IN TURKEY?**

In Turkey, female secondary enrollment rates grew from 60 to 79 percent between 2000 and 2010, yet female labor force participation is still only 30 percent, and those working are typically informally employed (Grun et al. 2013). As part of a UFGE-supported program on women's economic opportunities, the Turkish government and the World Bank are gathering evidence on childcare provision and assessing the current childcare supply and demand. Studies have been commissioned, and Turkish officials participated in a recent study tour to Chile and Mexico (see page 7) to support ongoing policy formulation on childcare and flexible work arrangements. These activities will inform a future pilot to increase the availability of quality, affordable childcare.

## **WOMEN'S AGENCY**

To reduce extreme poverty and boost shared prosperity, we need to work toward all people being able to realize their potential and participate fully in all aspects of life.<sup>2</sup> *Agency* is the capacity to make decisions about one's own life and act on them to achieve a desired outcome. A significant portion of the UFGE portfolio addresses girls' and women's agency.

### **Developing tools and building capacity to measure agency and design projects**

The UFGE is helping practitioners operationalize the concept of agency through the development of analytical tools for measuring agency to better understand what types of approaches enhance women's agency. A workshop on agency measurement was conducted for UFGE Task Team Leaders in the Latin America and the Caribbean region where allocations have focused on addressing agency through analytical work and piloting. In Brazil, for instance, approaches to transform gender roles and decision-making within the household are being developed and will be piloted as part of a project supporting producers in rural areas. The workshop brought together experts from the Inter-American Development Bank and Georgetown University to help teams refine their strategies and tools.

In South Asia, the UFGE-supported regional program on gender-based violence is developing sector-specific technical notes to help project teams identify gender-based violence activities that can be supported in their operations. Tools are also being developed for collecting data on gender-based violence, which is currently being piloted in a large household survey on migration in Kerala, India.

<sup>2</sup> World Bank (2014), *Voice and Agency*

## Building evidence on how to change behaviors and norms

Social norms are powerful prescriptions shaping agency, yet, little is known about how to transform gender roles. In El Salvador, an evaluation is measuring whether temporary income support and employment skills programs can enhance agency in the long-term and break the cycle of low opportunities, low assets, and low agency. The Africa Gender Innovation Lab is carrying out 9 impact evaluations to better understand how behaviors change and norms shift. In South Africa, MenCare+ is a group education program seeking to challenge gender norms regarding home care, parenting, decision making, sexual and reproductive health, and domestic violence. An evaluation will examine the effects of teaching good parenting skills to young, new fathers on their own participation in childcare and women's participation in economic opportunities. In Burundi, a Village Savings and Loan Associations program providing couples training hopes to learn about the effects of men's engagement as allies in women's economic empowerment and of men's public endorsement of egalitarian gender norms.

## Piloting innovative approaches to stop gender-based violence and raising awareness

While initiatives addressing sexual and gender-based violence have increased over the years, evidence on the effectiveness of the many different approaches is still lacking. With UFGE support, a number of innovative approaches are being piloted. In Mongolia the *Men-Care* approach is engaging men as caregivers and fathers through media and men's support groups and promoting an amendment to the Law on Domestic Violence. In Guatemala and Honduras, a community-based empowerment model to prevent intimate partner violence is being piloted and evaluated. In Macedonia, an innovative intervention aims to influence the mindsets of high-school girls and boys on their capabilities and opportunities.

**12 impact evaluations in Africa and Latin America and the Caribbean are measuring the impact on agency for adolescent girls and women.**

A recent regional study, *Violence against Women and Girls: Lessons from South Asia*, explores the prevalence and interconnectedness of numerous forms of violence that women and girls experience throughout their lives. It is the first comprehensive, region-wide evaluation of research, data, evaluations and policy analysis, examining the prevalence and factors associated with various types of violence against women and girls. The report offers an opportunity for governments and other stakeholders to gain a common understanding of what drives violence against women and girls, where knowledge gaps lie, and what the most effective approaches are to prevention and treatment. The UFGE will continue to support efforts to help practitioners operationalize the findings of this study.

## IMPROVING AVAILABILITY OF SEX-DISAGGREGATED DATA

Data can be a powerful policy lever, raising public awareness and spurring debate. However, data that is disaggregated by sex and that reveals gender disparities in key domains such as wages, financial services, and access to and use of assets and services is often scarce. These data gaps hinder our ability to track progress and the effectiveness of efforts by governments and development partners in reducing gender gaps. The UFGE invests in the collection of new data, improving the availability and use of existing data, and statistical capacity building. Currently, gender-based data activities are underway in 15 countries, with new data being collected in 9. In the remaining 6, sex-disaggregated data is being generated from existing data. This data will directly inform programs, policies, and World Bank engagement in the respective countries. All of the activities fill key knowledge gaps relevant to advancing the gender equality agenda.

**The UFGE is supporting data work in 15 countries—collecting new data and disaggregating existing data.**

## New data on assets

Lack of access to assets is a clear constraint to women's opportunities but most surveys lack sufficient level of granularity because they record data at household rather than individual levels. The UFGE is supporting the inclusion of gender-sensitive asset questions in the upcoming Life in Transition Survey III conducted with the European Bank for Reconstruction and Development (EBRD) across Europe and Central Asia. This will generate comparable gender relevant data across the region.



Photo: Simone D. McCourtie / World Bank

In East Asia, the China National Forest Economic and Development Research Center's annual survey on forest tenure is being expanded to include women's participation in forestland reallocation, access to social, financial, and technical services and training, and the impacts of property right arrangements on women's status and well-being. Targeting 3,500 households, the data is expected to inform the World Bank's significant engagement with China in this sector.

Across six countries in the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo, FYR Macedonia, Montenegro, and Serbia), gender-disaggregated data has been generated from existing land data to map out female ownership by country, province, and municipality (see page 6). Results, so far, show that rarely do women in these countries own more than a quarter of all land, with significantly lower shares at certain local levels. Teams from the six countries, consisting of key government and civil society representatives, developed 11-month action plans in conjunction with the data to address the low share of women's ownership in ongoing and pipeline World Bank land reform and administration projects.

### **Influencing projects and country policies**

In St. Lucia, a nationally representative survey on demand for climate resilience investments and livelihood activities has been revised with UFGE support. The survey forms the basis for ongoing efforts to use climate adaptation finance to address physical vulnerability to disaster and the ways men and women are affected differently. The capacity of the Central Statistics Office, Ministry of Social Transformation, Local Government and Community Empowerment, and relevant line ministries to gather and analyze gender-relevant data was strengthened in the process.

In Lao People's Democratic Republic, a health facility survey will inform the government's scale-up plans in addressing maternal health issues. With UFGE funds, the survey of district hospitals, financed by the World Health Organization, has been expanded to now include primary care health centers.

A key challenge is the availability of cross-country comparable gender data. For example, much of the existing stock of data in Europe and Central Asia has not been disaggregated and harmonized, and therefore represents an untapped resource. The UFGE-supported ECAGEN database reduces data gaps by using already available micro data to provide new sex-disaggregated data on assets, entrepreneurship, preferences, poverty, social protection, time use, and more. This publicly available data will improve the design, targeting, and monitoring of operations across the region.

### **Innovative data collection**

In Africa, mobile phones are used to collect high-frequency (once a month) welfare statistics. The Listening to Africa (LTA) project includes core questions and gender-disaggregation of data on a range of topics such as nutrition, education, and labor—each month covering a different topic. 10-24 surveys will be carried out per country, and collection has already begun in Madagascar, Malawi, Senegal, Tanzania, and Togo. In Bolivia, a survey of approximately 3,000 respon-

dents seeks to understand how social norms and other factors affect women's capacity to take advantage of existing opportunities. Emphasis is placed on how these issues differ among ethnic groups (highland and lowland indigenous women). The survey is also employing an experimental questionnaire, randomizing select questions, to learn how questionnaire design may affect data on more subjective perceptions.

## BUILDING THE EVIDENCE BASE

The UFGE is supporting Regional Gender Innovation Labs in Africa, Latin America and the Caribbean, and South Asia. These employ impact evaluations to generate rigorous evidence on what works (and what does not) to promote gender equality. These are joint efforts of Gender Lab team members and the project implementation teams, addressing questions that they develop together and share results within projects, within governments, and across regions. This approach aims to foster uptake of evaluation results, and inform scale-up and replication decisions. It also helps inform country and global dialogue on gender equality.

In fiscal year 2014, the Africa Region Gender Innovation Lab selected 17 projects to be evaluated, bringing the total number of ongoing impact evaluations by the Lab to 49. These cover key issues such as land rights, agriculture, private sector development, youth employment, and voice and agency. During the same period, the South Asia region launched its own Gender Innovation Lab, focusing on the underlying causes of female and male disadvantages in access to infrastructure services, labor force participation, and gender-based violence. It currently is contributing to 9 evaluations across Afghanistan, Bangladesh, India, and Nepal.

### BOX 2. AFRICA GENDER INNOVATION LAB

The World Bank's Africa Region Gender Innovation Lab (GIL) sits squarely at the intersection of policy and operations. The aim is to enable project teams and policymakers to advocate for better gender integration from a position of evidence. In close collaboration with project teams, the GIL designs, launches, and oversees impact evaluations of new interventions to generate knowledge on which policies work (or not) for closing gender gaps in the economic sectors. It also conducts impact evaluation workshops and other capacity building activities, so that others can contribute to and better interpret the knowledge base. Finally, it leverages the evidence to promote the uptake of effective gender policies throughout Sub-Saharan Africa.

The Gender Impact Evaluation Initiative (GIEI) in Latin America and the Caribbean was created in 2012 to help address the knowledge gap on agency identified by the 2012 WDR: Gender and Development. It uses impact evaluations to identify effective tools for measuring agency and to increase existing evidence on the role of agency in gender equality. With UFGE support, it is testing ways to enhance girls' agency for better development outcomes. In Ecuador, text message reminders are being tested with the aim of changing behaviors of young girls to reduce the prevalence of teen pregnancy and teen pregnancy risk factors. In Haiti, the Adolescent Girls Initiative (AGI) is exploring if integrated interventions that provide technical training and soft skills can improve labor market outcomes as well as "non-monetary well-being" (e.g. increased agency, reduced domestic violence, and reduced sexual abuse).

In all, the UFGE is currently supporting 31 impact evaluations. In addition to the Regional Gender Innovation Labs, three evaluations were approved for the Middle East and North Africa, testing whether provision of legal aid services can decrease obstacles women face in accessing justice services in Jordan, the effectiveness of internship programs for increasing employment among young women in Yemen, and how to best support young female entrepreneurs in Morocco.

## PUSHING THE FRONTIERS OF KNOWLEDGE

In addition to rigorous impact evaluations, the UFGE is helping expand knowledge on priority issues identified in Regional Gender Action Plans through analytical work and pilots. 20 analytical activities are underway, shedding light on issues such as cross-border trading, missing girls in the Caucasus, and the care economy.

In 2014, the regional program on gender-based violence in South Asia delivered a regional report, *Violence against Women and Girls: Lessons from South Asia*. Specific opportunities for uptake of the report's recommendations have been identified, and as a result, the Northern Areas Reduction of Poverty Initiative (NARI) in Bangladesh and a migration study

in Kerala, India have committed to incorporate GBV components. Promising entry points have been identified in two additional Bank projects in India. The regional program will also produce technical notes that help project teams identify GBV activities that can be supported in their operations.

**The South Asia Region has leveraged funding from the UFGE to build a program on gender-based violence**

In Europe and Central Asia, work on gender sensitivity in energy investments in 7 countries has resulted in analyses that will be incorporated into energy operations in the next fiscal year. The work, part of a cross-sectoral working group on energy subsidy reform in the region, is also advancing priorities in Country Partnership Frameworks.

In Brazil, a UFGE grant has the potential for redefining the concept of urban mass transportation systems from a traditional transportation network to a multi-dimensional service delivery network. Ongoing analytical work and efforts to generate gender-relevant data from the smart ticketing system aim to inform ways to use transport centers to deliver social, economic, and legal resources and services to women in the Rio de Janeiro Metropolitan area, with a specific focus on supporting implementation of the country's anti-domestic violence law (Maria de Penha).

**BOX 3. NEW REPORT: LEVELLING THE FIELD: IMPROVING OPPORTUNITIES FOR WOMEN FARMERS IN AFRICA**

The first synthesis report published with UFGE support reveals deep-rooted inequalities in African agriculture, identifies factors holding back women farmers, and sets out concrete actions that policy makers can take to reduce inequality. It examines the scale and causes of the large differences between how much female and male farmers produce in six African countries. It finds that women farmers are between an eighth and a quarter less productive than their male counterparts. These differences result not from women being worse farmers but rather due to deep-rooted institutional and market failures, including social norms, which operate against women in addition to the differential burden of care work within the household. The report finds that reducing these disadvantages could raise total agricultural output by between two and a half and four percent in these countries. The study was launched at the Durban meeting of The Comprehensive Africa Agriculture Development Program (CAADP) and has received wide media coverage. The findings will continue to be disseminated and presented to policymakers (see page 5).

## LEVERAGING PARTNERSHIPS

Activities contributing to increasing capacity and demand for gender equality interventions—one of the UFGE's three outcome areas—aim to share knowledge and develop capacity of both development practitioners and policymakers. Many of these initiatives are also done in partnership with other agencies, NGOs, and development partners.

**In 2014, the UFGE supported capacity building of over 330 government officials and policymakers.**

In partnership with the World Bank Institute (WBI)<sup>3</sup>, Greater than Leadership training was provided for over 50 government, civil society, and private sector representatives in the Western Balkans. In partnership with the UN Food and Agriculture Organization (FAO), six country teams reconvened in May 2014 after their initial 2013 workshop to assess progress in implementing their reform plans for boosting female property ownership. In June 2014, four country teams from Bosnia and Herzegovina, Kosovo, FYR Macedonia, and the Republic of Serbia convened to develop action plans for improving gender equality in employment. The workshop combined training in leadership skills and technical support and helped teams map out their stakeholder networks and successfully clarify their achievable goals.

The Africa Gender Innovation Lab carried out 22 impact evaluation workshops, providing training to a total of 288 policymakers, including government representatives, NGO implementing partners, World Bank project teams, and partner international organizations.

### Learning from local academic institutions and development partners

In Turkey, a call for papers was launched as part of ongoing work on women's economic empowerment, and in Latin America, a regional contest and a call for papers were recently launched. The contest solicited public entities, NGOs, research organizations, private companies, and CSOs for examples of initiatives successful in improving outcomes in the areas of adolescent pregnancy, gender-based violence, and female participation in decision-making. The call for papers

<sup>3</sup> The WBI is now part of the Learning, Leadership and Innovation Vice Presidency



Photo: Arne Hoel / World Bank

was administered in partnership with the Network on Equality and Poverty (NIP) and Latin American and Caribbean Economic Association (LACEA) and targets academia and researchers on women's agency. Papers and winners of the regional contest will present their work at a Washington, D.C. conference in the fall of 2014.

### **Partnering on gender-based violence**

Over the past year, the World Bank's Regional Program on GBV in South Asia has established partnerships with key agencies and organizations, such as Oxfam India, DFID, and the Population Council. This opens doors for taking advantage of synergies and collaboration on analytical work on the ground.

## **DELIVERING KNOWLEDGE FOR BETTER RESULTS ON THE GROUND**

In FY14, a knowledge management plan was developed for the UFGE. The plan aims to capture and translate evidence and results into policy-relevant knowledge products and to support knowledge uptake by improving accessibility, knowledge exchange, and dissemination among development practitioners, partners, and clients. The plan will complement and feed into the Gender Group's overall knowledge management efforts.

Implementation of the knowledge plan will entail working across Global Practices and countries to synthesize lessons along thematic lines and broadly disseminate knowledge products. Outputs will include a series of thematic reports that synthesize lessons and evidence, as well as short policy notes and operational guidance that help translate new evidence into better designed projects and policies. Knowledge exchanges can also be an effective way to foster learning and explore alternative policy options. Plans are underway to provide support to UFGE teams for South-South exchanges and to facilitate informal cross-regional learning opportunities.

The knowledge plan will invest in outreach through events, websites, newsletters, and other channels such as social media to raise awareness of the evidence and lessons from the UFGE. It will bring outside attention to regional and sectoral initiatives and frontier issues addressed by the UFGE. In addition, the UFGE plans to use web platforms such as the UN Knowledge Gateway to engage development partners and practitioners in discussion around new evidence and lessons emerging from the UFGE.

## **STRENGTHENING WORK ON GENDER DATA AND ENGAGING PRIVATE SECTOR**

Opportunities to strengthen the UFGE supported work on data and engaging the private sector have been identified. These are two critical areas of the WBG's gender equality agenda and where investments promise to have large returns. The UFGE is therefore seeking additional resources to fund the following activities:

## **Expansion of the country coverage and scope of data collection under the Women, Business and the Law (WBL) project**

WBL provides unique data on laws, regulations, and policies constraining women's entrepreneurship and employment. It also monitors reform progress across countries. By measuring how regulations and institutions affect women's incentives or capacity to work or set up a business, WBL calls attention to discriminatory practices in government policies. Increasing the country coverage to all of the Bank's 186 member countries would allow for better benchmarking and cross-country comparison. It would support the addition of 46 IDA, conflict-afflicted, and small island states, including Afghanistan, Central African Republic, Solomon Islands, South Sudan, and Timor-Leste. There is also an opportunity to expand thematic areas where there is potential for promoting reform. De jure and de facto indicators can help fill critical data gaps in areas such as ease of opening bank accounts; home-based businesses and the self-employed; settling an intestate estate and inheriting property; and violence against women.

## **Opening a funding window for the IFC to strengthen engagement with the private sector**

With UFGE support, the IFC will build the business case for gender equality in critical sectors such as agribusiness, extractive industries, and information and communications technology (ICT). Tools will be developed and cost-benefit analysis carried out to help firms better analyze their workforces, procurement, and value chains from a gender perspective and develop steps to better integrate women into their business operations. The IFC will also increase availability of gender-related data to shed light on untapped market opportunities and incubate scalable delivery models, such as supply-financing for women distributors through a risk-sharing facility with a bank. Activities will leverage partnerships with critical leaders such as large multinational companies, global foundations, and other development partners. The IFC will also develop evidence on the benefits of including women in city design and planning, financing, and transport to build urban resilience. Results will underpin a future gender-informed urban infrastructure work program.

## **ALLOCATIONS AND FINANCIALS**

The UFGE currently supports 70 activities across 54 countries. In the past fiscal year, 31 new activities were initiated: the Africa Gender Innovation Lab selected 20 projects for rigorous evaluation and 11 activities were selected for block grant funding in EAP, ECA, MNA, and SAR<sup>4</sup> (see list of grants, page 18).

The UFGE has received pledges from 12 bilateral donors; the U.S. Agency International Development (USAID) joined in FY14 with a pledge of USD 3,350,000. And new contributions were also received from Iceland. As of June 30, 2014, pledges to the UFGE amounted to USD 45,478,381, of which USD 26,061,787 have been received. After adjusting for administrative fees and investment income, current net pledges amount to USD 44,705,049.

Funding commitments made by the UFGE amount to USD 50,014,812, which includes USD 17,500,000 to regions in the form of block grants, USD 30,249,668 for strategic allocations, and USD 2,265,144 for Coordination, Partnerships, and Knowledge Management. As of June 30, 2014, the following allocations had been made:

### **Regional Block Grants**

The UFGE has committed USD 17.5 million in the form of three-year regional block grants (\$2.5 million to each region, with \$5 million to Africa). Each region manages a block grant and allocates funding to support regional needs and priorities, as identified in the Regional Gender Action Plans. Allocations must adhere to the principle of not substituting trust fund resources to do core gender mainstreaming work and must demonstrate a clear public good aspect. In FY14, \$1 million was allocated to each Region (\$2 million to Africa), bringing the total made available to each region to \$1.6 million (\$2.6 million to Africa). These funds have been fully allocated in all regions, except for MNA. In order to meet the next planned tranche of regional block grants, an additional USD 5,309,763 in pledges is needed.

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<sup>4</sup> In Latin America and the Caribbean a grant on violence in Colombia was dropped and replaced by a pilot on community-based approaches to gender-based violence in Guatemala and Honduras

**TABLE 2. PLANNED REGIONAL BLOCK GRANT ALLOCATIONS TO EACH REGION (CONDITIONAL ON FUNDING)**

Fiscal year	EAP, ECA, LCR, MNA, SAR	AFR	Total
Disbursed to-date	\$1,600,000	\$2,600,000	\$10,600,000
2015	\$900,000	\$2,000,000	\$6,500,000
2016		\$400,000	\$400,000
Total, each Region	\$2,500,000	\$5,000,000	\$17,500,000
<b>Total allocation to Regions: \$17.5 million</b>			

### Strategic Allocations

USD 30,249,668 million has been allocated to five larger initiatives of strategic importance. These are the Africa Gender Innovation Lab, multi-sectoral work on economic opportunities in Turkey, a multi-country program in the Western Balkans on promoting gender equality, and programs helping young women transition from school to work in Liberia and Haiti.

### Coordination, Knowledge Management and Partnerships

USD 2,265,144 million has been allocated for coordination, knowledge management, and partnerships. This includes efforts to leverage global partnerships. The Partnership Council will continue to meet once a year to provide strategic guidance to strengthen the effectiveness of the UFG. In fiscal year 2014, the Partnership Council convened twice at the request of donors. Opportunities around the OECD/DAC GENDERNET meetings for informal technical consultations and sharing results have been useful and will be continued going forward. The UFG will continue to benefit from the Advisory Council on Gender and Development, comprised of 22 minister-level members, many of which represent client countries, as well as representatives from civil society organizations and private sector. In FY14, a grant for knowledge management was established to capture and translate evidence and results into policy relevant knowledge products and support knowledge uptake of these by improving accessibility, knowledge exchange, and dissemination.

## CONTRIBUTIONS

**TABLE 3. UFG CONTRIBUTIONS (US\$)**

Donors	Pledges	Receipts	To be received <sup>a</sup>
Australia	970,325	970,325	-
Canada	152,633	152,633	-
Denmark	1,061,571	1,061,571	-
Finland	145,568	145,568	-
Germany	6,458,029	6,458,029	-
Iceland	406,407	406,407	-
Norway	3,071,888	3,071,888	-
Spain	551,151	551,151	-
Sweden	6,669,934	5,206,619	1,463,314
Switzerland	3,257,169	3,257,169	-
United Kingdom	19,383,707	4,380,427	15,003,280
United States	3,350,000	400,000	2,950,000
Total	45,478,381	26,061,787	19,416,594

<sup>a</sup>Amounts for pledges not yet received will vary over time due to currency exchange rates.

## CONTRIBUTIONS

**TABLE 4. UFGE ALLOCATION PLAN (US\$)**

Allocations	Total	As of FY14	FY15	FY16	FY17
<b>Regional block grants</b>					
Africa	5,000,000	2,600,000	2,000,000	400,000	
East Asia and Pacific	2,500,000	1,600,000	900,000		
Europe and Central Asia	2,500,000	1,600,000	900,000		
Latin America and Caribbean	2,500,000	1,600,000	900,000		
Middle East and North Africa	2,500,000	1,600,000	900,000		
South Asia	2,500,000	1,600,000	900,000		
Regional block grant total	17,500,000	10,600,000	6,500,000	400,000	
<b>Funding Gap (Regions)</b>	<b>5,309,762</b>		<b>4,909,762</b>	<b>400,000</b>	
<b>Strategic allocations</b>					
Haiti	600,000	600,000			
Bosnia Herzegovina, FYR Macedonia, Kosovo, and Serbia	2,085,850	2,085,850			
Liberia	1,906,325	1,906,325			
Turkey	4,240,148	2,850,000	1,390,148		
Africa Gender Innovation Lab	21,417,345	4,361,729	5,985,312	4,316,015	6,754,290
<b>Total</b>	<b>30,249,668</b>	<b>11,803,904</b>	<b>7,375,460</b>	<b>4,316,015</b>	<b>6,754,290</b>
<b>To be Funded</b>					
IFC Window	16,305,000		7,005,000	9,300,000	
Women Business and the Law - Increasing country coverage and thematic expansion	1,250,000		1,250,000		
<b>Funding Gap (Strategic Allocations)</b>	<b>17,555,000</b>		<b>8,255,000</b>	<b>9,300,000</b>	
<b>Strategic allocation total</b>	<b>47,804,668</b>	<b>11,803,904</b>	<b>15,630,460</b>	<b>13,616,015</b>	<b>6,754,290</b>
Knowledge management, partnership, and coordination	2,265,144	1,200,000	355,048	355,048	355,048
<b>Total allocation</b>	<b>67,569,811</b>	<b>23,603,904</b>	<b>22,485,508</b>	<b>14,371,063</b>	<b>7,109,337</b>
<b>Total pledges to date</b>	<b>45,478,382</b>				
2% deducted for administrative fee and investment income	-773,333				
<b>Net available for distribution</b>	<b>44,705,049</b>				
<b>Funds to be raised to meet projected allocation</b>	<b>22,864,762</b>		<b>13,164,762</b>	<b>9,700,000</b>	

## UFGE GRANTS

**TABLE 5. UFGE GRANT LIST**

ACTIVITY	COUNTRY	FUNDING GRANTED (US\$)	DESCRIPTION
<b>Africa</b>			
Regional Report on Gender and Agriculture: Levelling the Field	Regional	300,000	Regional report using nationally representative micro-econometric evidence from several African countries to uncover the factors that drive productivity gaps between male and female farmers.
Gender-informed mobile phone surveys in Africa	Regional	1,000,000	Collection of high-frequency welfare statistics surveys using mobile phones. This will yield a large amount of gender-disaggregated panel data on standard household information.
<b>Strategic UFGE Allocation:</b> Economic Empowerment of Adolescent Girls and Young Women (Round 3)	Liberia	1,906,325	Evaluation of skills (life and technical) provision for improved employment and entrepreneurship outcomes for adolescent girls and young women.
<b>Strategic UFGE Allocation:</b> Africa Gender Innovation Lab	Regional	21,417,345	The Lab designs, launches, and oversees impact evaluations of new interventions to generate knowledge on which policies work (or not) for closing gender gaps in the economic sectors (see Table 6 for a full list of its UFGE-supported impact evaluations)
<b>East Asia and the Pacific</b>			
Informal Trade Facilitation in the Mekong Subregion	Cambodia, Peoples Republic of Lao	80,000	The activity investigates informal trade facilitation in the Mekong region by exploring whether border and customs reforms benefit female entrepreneurs engaged in cross-border arbitrage trade in terms of reduction in harassment, corruption, and other challenges they face.
Effect on female knowledge and empowerment of a maternal and child health & nutrition cash transfer pilot	Cambodia	100,000	Evaluation of a pilot providing a monthly cash stipend to promote investment in health and nutrition services. Additional cash bonuses are contingent on attending nutritional literacy workshops, use of services during pregnancy, delivery, and the first two years of the child's life.
Piloting Women's Participatory Rural Land Registration	China	80,000	Analysis of issues related to women's access to and control over land (e.g. inheritance, marriage/divorce). Documenting the implementation of a participatory pilot for land registration in China.
Gender Impacts of Intelligent Transport System	China	98,000	Evaluation of whether and how intelligent transport systems (e.g. travel info systems, CCTV monitoring, bus dispatching systems) benefit women. The grant will result in technical guidelines on how to better incorporate gender into ITS.
Gender-Dimensions of Collective Forest Tenure Reform	China	100,000	Expansion of an annual survey on forest tenure among 3,500 households in seven provinces, to better understand women's access to and de facto control over forestland and their participation in decision making. In-depth case studies and interviews will complement the survey.
Meeting Needs for Long-Term Care and Implications for Female Labor Supply	China, Indonesia, Thailand, Vietnam	140,000	Analytical work to better understand the labor force behavior of women 45 and over, including vulnerability in the absence of old age support, and the labor supply of working-age women taking into consideration eldercare.
Gender Dimensions of Urbanization	China, Vietnam	100,000	Uncovering the gendered challenges of land conversion and urbanization in Vietnam. Exploring the social and economic impacts of urbanization on women in China and Vietnam

ACTIVITY	COUNTRY	FUNDING GRANTED (US\$)	DESCRIPTION
Improving Maternal Health	Indonesia	50,000	Understanding the supply side of maternal health services by expanding a health facility census to include private facilities, where a significant proportion of maternal health services are utilized, and conduct qualitative analyses on constraints to improving service readiness for maternal health services.
Pacific Gender Indicators in Fisheries	Kiribati, Rep. of Marshall Islands, Solomon Islands, Tuvalu	75,000	Collecting gender disaggregated data to fill crucial gaps in information on risks and opportunities to women in different segments of the fisheries value chain to guide sectorial policies and investment in the region.
Generating Evidence on Supply-Side Capacity to Inform the National Free Maternal and Child Health Policy	Lao, People's Republic of	60,000	The grant aims to inform the scale-up of the national free maternal and child health (MCH) policy, by answering "what it would take" to adequately bolster the supply-side and to increase demand for these health services in a gender-sensitive manner, to attain the objective of reducing maternal mortality.
Stopping gender-based violence by engaging with men	Mongolia	86,000	The grant aims to understand the underlying issues that lead Mongolian men and boys to adopt detrimental behaviors (e.g., GBV, alcoholism, school dropout), and pilot Men-Care approaches through media and "men support groups."
Regional Fund for In-Country Capacity Building and M&E	Regional	450,000	Strengthening in-country capacity to implement and measure strategic and innovative gender work and policy, as well as to strengthen regional stakeholders' understanding of key gender issues.
"Hem No Leit Tumas": Evidence for Improved Outcomes in Women's Literacy Programs	Solomon Islands	65,000	"Develop a compendium of financial literacy providers/programs with good practice examples, lessons, M&E systems, and evidence of outcomes. With the Literacy Network, agree on features of good practice and a replicable monitoring framework."
Situation Assessment for Men and Youth in Conflict-Affected Areas	Thailand	70,000	Understanding the socio-economic profile, needs and aspirations of men in conflict zones and how to support male confidence, decision-making and empowerment in these situations. The work will identify measures to ensure affected men are systematically included in relevant programs.
<b>Europe and Central Asia</b>			
Gender Evaluation of Child Related Benefits	Armenia	20,000	Measurement of the impact of the recently introduced child birth allowance program on fertility rates of eligible women, sex-ratio imbalance at birth, work (dis)incentives, and social assistance dependence.
A Profiling of Employment Services Beneficiaries with a Focus on Female Workers	Armenia & Turkey	35,000	Improving targeting and design of active labor market programs for women.
ECAGEN database	Regional	130,000	A new database module will provide convenient access to gender-relevant data extracted from household level data used for regional poverty monitoring in the extensive ECAPOV database.
Gender Aging and Care Issues in ECA	Regional	85,000	Research on the interactions between female labor force participation and different models for care demands (child- and eldercare), including the role of social norms. The grant also looks at the drivers of excess adult male mortality in the region.

ACTIVITY	COUNTRY	FUNDING GRANTED (US\$)	DESCRIPTION
Gender Employability and Soft Skills	Regional	80,000	The grant contributes to the understanding of the role of behavioral skills and conscious or unconscious labor market discrimination in ECA. Various experiments aim to reveal hidden gender-based hiring biases among employers.
Gender Informed Road Safety Strategies	Regional	220,000	Addressing excess adult male mortality by advancing gender sensitive approaches to road safety. The work seeks to understand the gender dimensions of the causes and consequences of road traffic accidents through a global road safety and gender review, and piloting gender sensitive road safety actions.
Gender Sensitivity in Energy Investments	Regional	200,000	Cross-sectoral collaboration to understand how proposed energy reforms and increasing energy tariffs in the region could differentially affect men and women, and how investments can be designed to ensure gender equity in project benefits.
Jobs and Shared Prosperity	Regional	100,000	A mixed-methods approach exploring the links between jobs and shared prosperity and how to improve economic opportunities and make labor markets more inclusive for both men and women in ECA.
Missing Girls in the South Caucasus	Regional	140,000	Research uncovering the causes and consequences of skewed birth ratios and sex selection in the South Caucasus
Gender Innovation in Finance	Russia	200,000	Enhancing Access to Finance for Women Entrepreneurs in Russia
Access to Justice for Poor Women and Men	Serbia	50,000	Collection of new evidence from users of the justice system to help inform engagement with the justice sector.
Roma Adolescents - Qualitative Research	Serbia	25,000	The objective of the proposed activity is to understand what projects and activities can promote the social and economic integration of adolescent Roma boys.
Land and Leadership	Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia	120,000	Innovative leadership training for local land reform teams in the region on how to address gender inequality in land rights, along with a one-year follow up on developed action plans to improve ongoing land administration programs.
Land and Gender: Improving Data Availability and Use	Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia	40,000	Increase the capacity to use gender disaggregated data to raise awareness of the benefits of improved gender equality in immovable property ownership and inform policy dialogue.
<b>Strategic UFGE Allocation:</b> Increasing access of women to economic opportunities	Turkey	4,275,000	Multi-sectoral work on women's economic opportunities by looking barriers to employment such as childcare supply and other work-life policies. The grant will also pilot women's cooperatives to help increase female labor force.
<b>Strategic UFGE Allocation:</b> Promoting Gender Equality in the Western Balkans	Bosnia and Herzegovina, Kosovo, Macedonia, Serbia	2,085,850	Analytical work on care services, the degree of labor market inequality and its associated productivity losses, mapping the potential skills mismatch in Serbia, and barriers to mobility in Bosnia. Innovative leadership training will also be delivered to officials to improve labor reform.

ACTIVITY	COUNTRY	FUNDING GRANTED (US\$)	DESCRIPTION
<b>Latin America and the Caribbean</b>			
Understanding Agency by Measuring Women's Perception on Exclusion and Discrimination	Bolivia	120,000	Perception survey on violence against women, workplace discrimination and exclusion, with a focus on indigenous groups.
Expanding Women's Agency through Productive Inclusion in Rural Areas	Brazil	110,000	Analytical work to better understand gender roles and rural women's agency within key productive clusters, and piloting interventions to enhance and better measure their agency.
Urban Mass Transport: Gender Agency and Inclusion	Brazil	150,000	Piloting the use of existing urban mass transport systems to increase access for women to specialized legal and social services through electronic information kiosks and campaigns.
Text Me Maybe! On Peer-to-Peer Sexual Education and Mobile Texting to Reduce the Risk of Teenage Pregnancy	Ecuador	65,000	Evaluation of school-based peer-to-peer education combined with text message reminders to reduce teen pregnancy. Findings aim to increase knowledge on how aspirations, empowerment and gender norms affect agency.
Expanding Labor Market Opportunities of Women	El Salvador	60,000	An evaluation of whether income support and training programs can be potent tools for enhancing women's agency for better economic outcomes. The work will also provide lessons on how to best measure agency.
Migration and the Changing Role of Women in Agriculture: The Case from Latin America and the Caribbean	Guatemala	114,000	Research on the impact of male outmigration on women left in charge of the farm in terms of productivity, decision-making, and constraints, taking into account the role of remittances.
Testing Evidence-Based Approaches to Foster Collective Action in Addressing Intimate Partner Violence	Guatemala, Honduras	110,000	Adapt, test, and monitor progress of a community-based program that fosters collective action to prevent intimate partner violence.
Piloting the Delivery of Agency in Haiti	Haiti	130,000	Testing provision of skills training (including non-traditional technical ones) for improved employment and entrepreneurship outcomes for young women.
Regional Knowledge Management	Regional	600,000	Expand and share operationally relevant knowledge aimed to improve gender equality in the region. Activities include regional knowledge contests targeting government agencies, civil society, and academia, as well as dissemination around agency related topics.
Advancing Gender Agency in LAC: Experiences from the Transport Sector	Regional	150,000	Expand data and evidence on impacts of transportation projects on women's agency, as well as analyzing the replicable and scalable nature of those activities.
Developing a Model for Gender-Sensitive Post-Disaster Response and Gender-Inclusive Climate Adaptation Finance (Saint Lucia, Organization of Eastern Caribbean States, and Small Island Developing States)	St. Lucia	90,000	Promoting awareness, designing a financing scheme, and developing disaster risk management products that promote greater agency and climate resilience along gender lines.
<b>Strategic UFGE Allocation: Adolescent Girls Initiative</b>	Haiti	600,000	Testing provision of skills training (including non-traditional technical ones) for improved employment and entrepreneurship outcomes for young women.

ACTIVITY	COUNTRY	FUNDING GRANTED (US\$)	DESCRIPTION
<b>Middles East and North Africa</b>			
Impact Evaluation of Civil Legal Aid for Women	Jordan	200,000	Understanding of the impact of legal aid services in civil matters for poor women to support evaluation of different service delivery models and provide data to promote discussions on the value of legal aid versus.
Evaluation of the Strengthening Micro-Entrepreneurship for Disadvantaged Youth Project	Morocco	181,200	The Development Objective of this Grant is to evaluate the impact of the Strengthening Micro-Entrepreneurship for Disadvantaged Youth Project in Morocco.
Enterprise Revitalization and Employment Pilot	Yemen	150,000	To aid in the impact evaluation of an internship program for youth in Yemen
<b>South Asia</b>			
Youth, Gender, and ICT Program	Bangladesh, Nepal, Pakistan	200,000	Piloting ICT skills for employment and entrepreneurship among young women, and developing apps for supporting gender-based violence victims and increasing accountability and information around public services (e.g. health).
Deepening the Analytical Foundation for Operations	India	150,000	The activity will use international evidence at the country level in non-traditional sectors and generate new evidence as needed for these sectors.
Gender Innovation Lab South Asia	Regional	380,000	Identify interventions that address the underlying causes of female and male disadvantages given a country's context. The Lab will build the evidence-base and inform Bank operations and public policy. It will perform strategic analytical work on gender and enhance the monitoring and evaluation of gender interventions by testing gender-specific interventions in World Bank programs, or as stand-alone activities in the areas of access to infrastructure services, voice and agency, and gender-based violence.
Addressing Gender-Based Violence in South Asia	Regional	870,000	Support development of a comprehensive gender-based violence program in the region by increasing availability of data and evidence, engaging donors, government partners, civil society and other groups to increase effectiveness of GBV programs, and learn from innovative programs

**TABLE 6. AFRICA GENDER INNOVATION LAB: UFGE-SUPPORTED IMPACT EVALUATIONS**

ACTIVITY	COUNTRY	DESCRIPTION
Impact evaluation of World Bank Youth Skills Training Project	Benin	Evaluation of a youth skills development intervention with the goal of identifying effective policy responses.
Impact evaluation of CARE Village Savings and Loan Associations and Couples Training	Burundi	Evaluation of an Village Savings and Loan Associations (VSLAs) program primarily targeted to women with two gender-transformative interventions: a couples training program and a public awareness program.
Impact evaluation of the Youth Business Training project in Republic of Congo	Congo, Republic of	Evaluation of skills training, job insertion and entrepreneurship support for vulnerable youth and micro-entrepreneurs.
Impact evaluation of the Growth Poles project	Congo, Democratic Republic of	The impact evaluation will study the combined impact of roads rehabilitation and agricultural extension services on income and wealth, employment, agricultural outcomes such as productivity and access to markets, agency and empowerment of female farmers, women's time use.

ACTIVITY	COUNTRY	DESCRIPTION
Impact evaluation of World Bank Agricultural Support Project	Cote d'Ivoire	Evaluation of the effects of child care provision on female formal sector employment and income (agro-processing employment).
Impact evaluation of the Agricultural Mechanization project	Ethiopia	The mechanization component of the Government of Ethiopia's Teff Value Chain Initiative will provide training and deploy row planters, threshers and harvesters to individuals and groups of women and men farmers in selected Teff-growing areas.
Impact evaluation of USAID Women's Agricultural Leaders Network	Ethiopia	Evaluation of a mentorship program aiming to help address important challenges that women face in the areas of entrepreneurship and small business in the agri-business sector in Ethiopia.
Impact evaluation of World Bank/ IFC/Stanford Business Formalization project	Guinea	Evaluation of a formalization intervention for micro, small and medium enterprises offering a subsidy treatment (in-kind grant or savings account).
Impact evaluation of the Household Joint Accounts and Survivor Ownership Rights project	Kenya	This impact evaluation project will collaborate with a for-profit financial institution to encourage male individual account holders to take up a new form of joint account, wherein the co-owner has limited rights until the death of the primary owner, but has immediate unrestricted access to the account in the event of the primary owner's passing.
Impact evaluation of USAID Urea Deep Placement Fertilizer project	Liberia	Evaluation of adoption and intra-household impacts of the project, in particular, demonstration vs. traditional broadcasting, role of gender targeted fertilizer subsidies, and effects on intra-household allocation of labor in response to the introduction of labor-saving technology
Impact evaluation of USAID Growing Income and Rural Markets for Agriculture project	Nigeria	This project targets vulnerable households in Northern Nigeria, particularly female members, by providing financial products and in-kind asset transfers to assist them in moving away from subsistence agriculture and into the market.
Impact evaluation of the BRAC Empowerment and Livelihoods for Adolescent Girls project	Sierra Leone	This initiative seeks adolescent girls' social and economic empowerment by providing adolescent development centers (ELA clubs), life skills training, livelihood training, and credit support to start income-generating activities.
Impact evaluation of the Sonke Gender Justice MenCare+ project	South Africa	The evaluation will examine the effects of teaching good parenting skills to young, new fathers from urban areas on men's participation in childcare and women's participation in economic opportunities. Evaluation of what works in changing gender norms to improve sexual and reproductive health, reducing gender-based violence, and improving women and girls' decision-making power.
Impact evaluation of the Public Works and Skills Training project	South Sudan	Evaluation of a public works and skills development project for youth, examining the impact of community-level targeting processes, participation, and skills training on the employment outcomes of male and female youth.
Impact evaluation of the Land Registration and Matching Grants project	Uganda	A randomized control trial of the program will experiment with different nudges to incentivize households to adopt the joint spousal registration of land. The study will examine the impact of including a woman's name on a land title on agricultural and household outcomes, over and above the impact of owning a land title itself.
Impact evaluation of the BRAC Orange Sweet Potato project	Uganda	This project takes an integrated approach to improving nutrition and food security for children, adolescent girls and women of childbearing age by increasing smallholders' adoption, production and consumption of a nutrient-rich staple crop.



Technical Training in Haiti. Photo: Carolina Ferrer-Rincon / World Bank

# ADOLESCENT GIRLS INITIATIVE

The Adolescent Girls Initiative (AGI) is building the evidence base of what works to help young women enter productive employment. Its aim is to venture into the largely uncharted territory of piloting and rigorously testing interventions to help young women succeed in the labor market. Pilots are underway or complete in eight countries: Afghanistan, Haiti, Jordan, Lao PDR, Liberia, Nepal, Rwanda, and South Sudan. Collectively, the AGI is producing new knowledge in two main areas: (1) rigorous evidence on program impacts to guide policy decisions; and (2) operational lessons and innovative strategies to improve project design, implementation, and M&E.

## PROGRESS AND ACHIEVEMENTS IN 2014

In FY14, pilots were under implementation in Afghanistan, Haiti, and Rwanda. The pilot phase for these three projects will end December 31, 2014. The pilot phase for Lao PDR, Liberia, Nepal, and South Sudan ended during fiscal year 2013, and Jordan in fiscal year 2012. This section presents achievements from the three pilots under implementation. The following section highlights post pilot activities and opportunities.

### Afghanistan

The Female Youth Employment Initiative (FYEI) is being implemented by the Afghan Ministry of Education in the Balkh province. Between November 2013 and June 2014, 1,200 young women received training in the areas of computer skills, English language, and office administration. Participants also received training in life skills and nutrition.

FYEI trainees received hands-on support and guidance to help them develop self-confidence during their job search and to secure employment. Private Sector Working Groups were formed to inform potential employers of the project and help connect trainees to internship opportunities. To facilitate these connections, FYEI developed a Memorandum of Understanding (MOU) between the project and the private firms that detail the Terms of Reference for the internship. As of end June 2014, more than 500 women had secured an internship under the MOUs.

In addition, five job search centers have been established at the training centers to help connect trainees who are continuing their job search to employment opportunities in their neighborhood and facilitate their transition from training to employment.

## Haiti

In FY14, the Haiti Adolescent Girls Initiative provided training to a second cohort of 500 adolescent girls and young women in non-traditional fields such as mechanics, refrigeration, electricity, construction, computer science, IT essentials, and hospitality at four training centers in Port-au-Prince. Participants also received eight-modules of life skills training during this 4-6 month period. 97% of the cohort 2 participants completed training. The first cohort of 500 received training in FY13 and had a 95% retention rate.

The project established a mobile money system through which participants directly received their stipends. Four monthly stipend payments were provided to cover transportation and other costs associated with their participation in the program.

At the end of their training, the young women will be offered internships to help them transition into labor markets. Those internships will continue to be secured in coming months by the training centers, supported by the Bank team. The project will follow the placement of the young women over the six months following their training and internship.

## Rwanda

The Economic Empowerment of Adolescent Girls and Young Women project in Rwanda is being implemented by the Ministry of Gender and Family Promotion with the Workforce Development Authority. Young women are provided with six months of skills training in areas such as food processing, culinary arts, arts and crafts, and agri-business. This training is complemented by life skills courses, social support, and mentoring. In addition, assistance is being provided to help girls form cooperatives and provide links with the private sector, including exporters.

Three cohorts of young women are participating in the project totaling over 2,000. Cohort 1 concluded the training in December, 2013, cohort 2 training ended in July, 2014, and training for cohort 3 will conclude in September, 2014.

**Over 16,000 young women  
trained in 8 countries.**

After the classroom training ends, the training center managers, trainers, and business mentors help the graduates form cooperatives or small businesses. The cooperatives typically have between 18 and 20 members, who are pooling and saving their money toward a joint income-generating venture.

Altogether cohort 1 graduates have formed 60 cooperatives and several businesses. Several of the cooperatives have ventured into non-traditional farming such as mushrooms and beekeeping. In Bushoki, 22 girls from cohort 1 have established a restaurant that is quickly becoming popular in the area. In some of the urban areas the project is helping the young women find internships. For example, 23 girls who studied food processing at the Gaculiro center have been placed in two-month internships with local industries.

## POST-PILOT HIGHLIGHTS

### Jordan's New work Opportunities for Women (NOW)

Insights from the evaluation of NOW are being used to illuminate demand-side and regulatory constraints to the school-to-work transition of young people and to inform the Building Active Labor Market Program (ALMP) in Jordan. In particular, the ALMP project design takes into account specific recommendations of the NOW pilot to increase long-term employability of the beneficiaries such as: developing specific eligibility criteria for project beneficiaries; setting the voucher amount at the minimum wage or above; requiring social security registration; and including a written contract.

- **Afghanistan**—1,200 young women trained in fields of office administration, English language, and computer skills.
- **Haiti**—95-97% of participants completed training in cohorts 1 and 2, including training in non-traditional trades for women.
- **Jordan**—Lessons from the AGI are informing the country's Building Active Labor Market Program.
- **Lao** – One year following training, 59% of participants reported having started a new business or expanded a pre-existing one, 76% of these reported a profit.
- **Liberia**—The EPAG pilot increased employment by 47% and incomes by 80%, and lessons are feeding into the implementation of Rounds 3 and 4.
- **Nepal**—4,375 young women were trained and the program led to a 16 percentage point increase in non-farm employment, for an overall gain of 47%.
- **Rwanda** – Over 2,000 girls trained in food processing, culinary arts, arts and crafts, and agri-business; 60 cooperatives formed with participants from the first cohort
- **South Sudan**—100 adolescent clubs, staffed with Adolescent Leaders, established in five counties in four states of South Sudan.

### **Liberia's Economic Empowerment of Adolescent Girls and Young Women (EPAG)**

The guiding five-year vision for EPAG is to economically and socially empower 10,000 Liberian youth by 2020. To-date, the project has reached 3,500 young women (2,500 in the pilot Rounds 1 and 2, and 1,000 in Round 3). Round 3 ran from September 2013 to July 2014 and implemented several key changes based on lessons from the pilot that will make the project more sustainable in the long-term. The project has begun the process of decentralization outside of the capital, nationalized the project staff, increased the number of rural and younger girls to test scalability to more rural parts of Liberia, and condensed the training timetable to lower project costs. Longer-term financing options for EPAG will be developed and pursued in parallel with Round 4 implementation, which will target 1,200 youth and will focus on increasing the number of low-literacy and rural girls. Pending the findings of upcoming research, the tentative plan is for a pilot with 300 adolescent boys and young men to commence in late-2015 and for an agriculture pilot with 300 youth in mid-2016.

The lessons from EPAG are also feeding into the broader youth development program in Liberia. The Ministry of Gender and Development is a key partner in the government working on the Youth Opportunities Project (P146827), a USD 10 million IDA credit administered by the Bank and implemented under the Ministry of Youth and Sports (MoYS). Along with MoYS, MoGD is co-chairing the technical committee charged with project preparation and ensuring that the lessons of EPAG are incorporated into the new project.

### **Nepal's Adolescent Girls Employment Initiative (AGEI)**

The AGEI pilot was implemented between 2010 and 2012, training 4,375 young women in demand-driven fields. Results from the impact evaluation and implementation experience are informing the Government of Nepal's Technical Vocational Education and Training (TVET) program. This program is being supported by the World Bank through the Enhancing Vocational Education and Training Project (EVENT), targeting 5,000 women, and the Asian Development Bank's Skills Development Project, which has a target of reaching 40% women trainees of a total of 45,000 expected trainees. The project team is working to document AGEI lessons and innovations and to share knowledge and build the capacity of other key implementers of skills training in Nepal.

## **SHARING THE LESSONS OF THE AGI BEYOND THE PILOT COUNTRIES**

The AGI team is contributing to the preparation of the Sahel Women Empowerment and Demographic Dividend Regional Project (P150080). This USD 200 million project will include interventions targeted to adolescent girls in six countries of the Sahel: Burkina Faso, Chad, Cote d'Ivoire, Mali, Mauritania and Niger. In July 2014, members of the AGI team partic-

ipated in a workshop in Dakar, Senegal where the project was discussed among technical staff from various ministries (health, education, gender, labor, etc.) representing the participating countries. The AGI team, in collaboration with UNFPA, delivered a presentation on the evidence on girl's empowerment and livelihood interventions (including the AGI) for ministry staff and served as resource persons in a discussion of the project component. The team will remain involved in the project preparation and ensure that AGI lessons and experiences are included in this new project.

## IMPACT EVALUATIONS

Rigorous evaluations from Jordan and Liberia are completed and results have been published in World Bank *Policy Research Working Papers*. In addition, an end-line report analyzing two-year impacts from Liberia was finalized in July 2014. Impact evaluation results from Nepal are currently being peer reviewed and will be finalized by September 2014. See Box 4 for a summary of results to date. Preliminary results from a rigorous impact evaluation in Haiti are also expected in late 2014. In South Sudan, the end-line survey for the impact evaluation was suspended for several months due to the security situation, but has been resumed.

As originally designed, the AGI in Rwanda included a rigorous impact evaluation component. However, due to delays in project preparation and implementation, limited over-subscription to the first round of training, and capacity constraints to implement an impact evaluation, the evaluation design has been scaled back. The revised design will no longer focus on comparing project beneficiaries to a control group of non-beneficiaries. Instead, the evaluation will consult project beneficiaries at each stage of the project to seek their feedback on the project, as well as track a limited number of quantitative outcomes for a random sample of participants in cohort 2. A pre- and post-test evaluation of the project was launched in January 2014 and a baseline report is available. Results from a qualitative mid-line assessment are expected in September 2014. The quantitative end-line survey will be fielded in late 2014 and results are expected by December.

Similarly, the Afghanistan AGI originally included a rigorous impact evaluation but plans are being revised due to logistical challenges of implementing an impact evaluation in the Afghan context. The evaluation team is currently revising the evaluation strategy, which will likely follow the revised model from Rwanda, including a mixed-method pre- and post-project evaluation including exit surveys and focus group discussions.

### BOX 4. ADOLESCENT GIRLS INITIATIVE IMPACT EVALUATION RESULTS

AGI impact evaluations assess economic outcomes in addition to a broader set of social, behavioral, and empowerment outcomes that matter for the welfare of young women. Initial results are now available for the following:

In Nepal, the Adolescent Girls Employment Initiative (AGEI) began in 2010 and trained 4,410 young women in three rounds of training. Livelihood trainings spanned 39 occupations across 44 districts of Nepal. Trainees also received life skills training and were assisted with job searching and placement or were otherwise supported to start their own businesses. Preliminary estimates of the one-year program impacts show positive and highly significant effects on employment outcomes for women. The treatment group experienced approximately a 16 percentage point increase in non-farm employment, for an overall gain in employment of 47% relative to the control group. Average monthly earnings increased by about 45%. In contrast, limited effects were found on empowerment, reproductive health, or household-level outcomes. For men enrolled in the training program, no statistically significant short-run impacts on employment or earnings were detected.

In Liberia, the Economic Empowerment of Adolescent Girls and Young Women (EPAG) project began in 2010 and has trained about 2500 young women for either wage employment or self-employment plus life skills, with an emphasis on job placement and follow-up support. The evaluation of the project shows that employment rose by 47% while earnings increased by about 32 USD per month – an 80% increase relative to the control group. The impacts were larger for the self-employment track than for the wage employment track, but both show much larger impacts than seen in other youth training programs. The project also significantly increased girls' savings by about 36 USD, and had positive effects on their self-confidence and job satisfaction.

The Jordan New work Opportunities for Women (NOW) pilot was launched in 2010, and tested the effect of employability skills training and vouchers among community college graduates. Results from the impact evaluation found that while the job voucher was active, female graduates with vouchers were 39% more likely to work than female graduates without vouchers. However, this effect was temporary and did not last beyond the expiry of the vouchers, although the training did boost self-confidence and mental well-being among the graduates.

## KNOWLEDGE AND LEARNING

Over the past year, efforts have been made to gather and share knowledge and learning from the AGI with a broad internal and external audience and build capacity among implementing partners. In FY14, a series of seminars, policy notes, and learning exchanges were delivered to support the AGI's knowledge and learning objectives.

### Seminars

A March 2014 seminar titled *Can Youth Employment Programs Work for Young Women?* brought together the task team leader and the principle evaluator for the Adolescent Girls Employment Initiative in Nepal. The session was chaired by the South Asia Social Protection Sector Manager and attracted a large audience of Bank staff and external partners. The task team leader began with an in-depth presentation of the project and discussion of some of the innovative design elements, including the successful placement of young women in non-traditional trades. The evaluation team then presented preliminary results from the rigorous impact evaluation of the AGEI, showing positive and highly significant effects on employment outcomes. The session was very interactive and was commended by the audience as a best practice blend of programming and evaluation.

In December 2013 a seminar called *Implementing Life Skills Programs to Improve Girls' Livelihoods* featured Dr. Theresa Betancourt, Associate Professor of Child Health and Human Rights, Harvard School of Public Health and Barri Shorey, Youth and Livelihoods Technical Advisor, International Rescue Committee. Task team leaders for the Haiti AGI also joined the panel and presented their work on developing a locally adapted life skills curriculum in Haiti. The session discussed the practical aspects of implementing life skills programs, featuring experiences from Haiti, Liberia, and Sierra Leone and reviewed how these projects are measuring the acquisition of skills and impacts. The seminar attracted more than 50 participants from inside and outside the Bank and sparked an insightful dialogue on how to develop and measure the acquisition of these "soft" skills.

### Knowledge Notes

The Adolescent Girls Initiative (AGI) has two on-going policy notes series. The *Learning from Practice Series* synthesizes operational lessons from the AGI pilots for task teams of youth employment projects, and the Results Series distills the latest results from the impact evaluations. In FY14 four *Learning from Practice* notes were delivered and distributed through the AGI Newsletter as well as at seminars and events. The following are summaries of two of the notes:

- **Results Based Approaches to Improve Inclusion and Job Placement.** A pervasive problem in youth skills training is that programs are accustomed to delivering an output (training) rather than an outcome (employment). This note looks at how AGI pilots focus on employment as an outcome and emphasize placement assistance alongside training. The note also describes how results-based approaches can be applied to encourage training providers to assume greater responsibility for achieving employment outcomes. Drawing on experiences from Liberia and Nepal, the note provides concrete examples of how projects can implement incentive schemes, verify the outcomes, and safeguard against potential pitfalls that incentive schemes may invoke.
- **Life Skills in the AGI: What Are They, Why Do They Matter, and How Does the AGI Teach Them?** Life skills programs are designed to teach a broad set of social and behavioral skills—also referred to as "soft" or "non-cognitive" skills—that enable individuals to deal effectively with the demands of everyday life and are thought to be important for success in the labor market. Life skills programs can empower and guide learners to think critically about how gender norms and human rights govern their interactions with others and affect their behaviors, which is a feature of the AGI Pilots. Life skills programs—or in the case of Lao PDR and Jordan, a subset of these skills focused on employability—are incorporated into all of the AGI pilots. This learning note synthesizes key lessons learned from the AGI pilots on how to design and implement a life skills program that may be relevant for other youth employment programs seeking to include life skills training.

## South-South Exchanges

World Bank teams and implementing partners of the AGI are actively engaging in cross-country learning exchanges. These capacity-building activities are helping to improve project implementation and increase dissemination and cross-fertilization of practical lessons learned. During the past year, two exchanges took place and are highlighted below.

- **Afghanistan-Nepal Exchange:** In September 2013, the Afghanistan FYEI visited the Nepal AGEI project in a weeklong South-South learning exchange. Three project teams from Nepal, including the Nepal AGEI implementers, shared how they overcame design, implementation, and monitoring and evaluation challenges. The exchange was designed around the learning needs of the FYEI team as they prepared to launch their own training for young women, and provided ample opportunity for in-depth discussions. The Afghanistan delegation included representatives from FYEI, the Council for Humanitarian Affairs (implementer of FYEI), the Curriculum Development Board, and the Technical and Vocational Training Department under the Ministry of Education.
  - The exchange included site visits to several areas of Nepal, including Birgunj, Simara, and the Kathmandu valley, to learn about young women's perceptions of the training and to see the participants at work. The teams met with Muslim women graduates of training in garment fabrication, mobile phone repair, wood carving, housekeeping, and receptionist work. The delegation also observed ongoing hospitality training. The exchange was particularly helpful for the launch of training in Afghanistan, which began in Mazar on November 2, 2013.
- **Rwanda-Liberia Exchange:** In February 2014, a team of government officials charged with implementing the Rwanda Adolescent Girls Initiative traveled to Monrovia, Liberia for a one week learning exchange. The visit was hosted by the implementation team of Liberia's EPAG.
  - The learning exchange focused on the following areas: 1) design and implementation lessons from the EPAG project (including lessons about institutional strengthening and job/business placement); 2) EPAG monitoring and evaluation systems and tools and an exchange of experiences and lessons related to monitoring and evaluation; and 3) lessons and best practices from AGI Rwanda's scholarship scheme and agri-business, food processing, and culinary training areas. Senior policy makers from the Rwanda Adolescent Girls Initiative were able to make program adaptations based on the knowledge exchanged in areas such as mentoring and M&E.

## IMPACT BEYOND 2015

The multi-donor trust fund supporting this work will close in June 2015. In the coming months, efforts will focus on summarizing knowledge, forming policy messages, and gathering lessons from this initiative and disseminating them to practitioners and policy-makers working in the areas of youth employment, skills training, and entrepreneurship. The development objective of this work is twofold: first to provide evidence to support the expansion of programming to facilitate the economic empowerment of young women; second, to improve the design and implementation of youth employment projects based on lessons learned from the Adolescent Girls Initiative.

Two products are planned for completion by the close of the AGI MDTF. First, an AGI Capstone Report will compile and synthesize impact evaluation results from across the AGI pilots, positioning these results within the broader evidence on gender and youth employment programs. Drawing from this evidence base<sup>5</sup>, the Capstone will develop policy messages with regard to supporting economic outcomes, socio-economic behavior changes, and increases in voice and agency for adolescent girls. It will shed light on what programs or characteristics of programs seem to work, to achieve which objectives, among which target groups in which settings.

Second, as a complement to the analytical report, an operational tool-kit will provide access to the innovative strategies and operational lessons generated by the AGI pilots. The toolkit will make available the successful operational strategies—both gender-specific strategies as well as overall good practice tips and tools—so that they can be replicated or adapted in other projects.

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<sup>5</sup> The AGI represents only part of the growing evidence on investments in employment among young people and young women specifically. Over the past few years, a number of similar programs have been implemented, some of which have been carefully evaluated. These programs also provide valuable evidence for the design of employment programs targeting young women.



Rwanda Agriculture Trainee with her Trainer. Photo: Sarah Elizabeth Haddock / World Bank

## AGI FINANCIALS

The AGI has received trust fund resources from the GAP MDTF (which closed in June 2012), the Economic Empowerment of Adolescent Girls MDTF (which financed the Liberia pilot and closed June 2013), the AGI MDTF, and the Umbrella Facility for Gender Equality. Table 6 lists the donors who have generously contributed to this initiative through the AGI MDTF and the Economic Empowerment of Adolescent Girls MDTF. Significant Bank resources have also been contributed in the form of staff time, however, these contributions are not reflected in the tables. Table 7 provides the overall AGI budget.

## CONTRIBUTIONS

**TABLE 6. AGI CONTRIBUTIONS**

Donors	Receipts
<b>AGI MDTF</b>	
Denmark—Royal Ministry of Foreign Affairs	5,039,524
United Kingdom—Department for International Development (DFID)	3,101,900
Norway—Ministry of Foreign Affairs	2,568,554
Swedish International Development Cooperation Agency (SIDA)	4,280,498
Nike Foundation	2,000,000
<b>Total AGI MDTF</b>	<b>16,990,476</b>
<b>Other Trust Fund Sources</b>	
EPAG Liberia—Nike Foundation	3,250,000
Umbrella Facility for Gender Equality	600,000
AusAID Externally Financed Output (EFO)	202,777

## ALLOCATIONS

<b>TABLE 7. AGI ALLOCATIONS (US\$)</b>				
	<b>AGI</b>	<b>GAP</b>	<b>Others</b>	<b>Total</b>
<b>1. AGI pilots</b>				
Afghanistan	2,410,000	-	-	2,410,000
Haiti	1,140,000	1,000,000	600,000 <sup>a</sup>	2,740,000
Jordan	-	1,050,000	-	1,050,000
Lao PDR	-	200,000	202,777 <sup>c</sup>	402,777
Liberia	2,043,795	40,000	3,118,215 <sup>b</sup>	5,202,010
Nepal	1,980,623	-	-	1,980,623
Rwanda	3,231,360	-	-	3,231,360
South Sudan	1,603,750	500,000	-	2,103,750
<b>Total AGI pilots</b>	<b>12,409,528</b>	<b>2,790,000</b>	<b>3,920,992</b>	<b>19,120,520</b>
<b>2. AGI IEs</b>				
Coordination of the IEs	509,000	-	-	509,000
AGI IEs Africa	1,073,000	-	-	1,073,000
AGI IEs South Asia	768,000	-	-	768,000
<b>Total AGI IEs</b>	<b>2,350,000</b>	<b>-</b>	<b>-</b>	<b>2,350,000</b>
<b>3. Scale and Innovation Fund</b>				
Nepal	580,000	-	-	580,000
Liberia	200,000	-	-	200,000
Capstone Report	260,000	-	-	260,000
Toolkit	150,000	-	-	150,000
<b>Total Scale and Innovation Fund</b>	<b>1,190,000</b>	<b>-</b>	<b>-</b>	<b>1,190,000</b>
<b>4. Knowledge management</b>	<b>285,000</b>	<b>-</b>	<b>-</b>	<b>285,000</b>
<b>5. AGI program administration and coordination</b>	<b>575,000</b>	<b>-</b>	<b>-</b>	<b>575,000</b>
<b>Grand total</b>	<b>16,809,528</b>	<b>2,790,000</b>	<b>3,920,992</b>	<b>23,520,520</b>

Note: IE = impact evaluation

<sup>a</sup> UFGI MDTF

<sup>b</sup> EPAG MDTF

<sup>c</sup> AusAID EFO

## ANNEX 1. PILOT UPDATES

### Afghanistan – Female Youth Employment Initiative (FYEI)

#### Project Details:

- Pilot financing: US\$ 2.05 million.
- Target population and location: 1,300 young women aged 18 to 30 who are high school graduates from Balkh's urban areas and select districts.
- Lead ministry: Ministry of Education (MoE).
- Implementing agency: MoE, Deputy Ministry of Administration and Finance, through the Educational Quality Improvement Project (EQUIP) arm.

**Implementation Update:** The project received request forms from 2,800 eligible girls, and selected 1300 trainees through a random lottery to begin training in November, 2013. The training includes job skills, computer and English skills, as well as nutrition and life skills. The training concluded in May 2014 (a total of seven months) and is being followed by six months of employment assistance.

**Emerging findings:** To-date, the project has maintained a good attendance rate of above 85%. A retention strategy is in place to help keep participants engaged for the duration of the training.

### Haiti – Adolescent Girls Initiative

#### Project Details:

- Pilot financing: US\$ 2 million.
- Target population: 1,000 vulnerable young women aged 17 to 21 living in Port-au-Prince.
- Partner ministry: Ministry of Women's Affairs (MCFDF) and the Secretariat for Vocational and Technical Training (INFP).

**Implementation Update:** An official launch of the project took place in May 2012 and training for the first cohort of young women began in October 2012. In June 2013, a graduation ceremony was held for the first cohort of young women. The second cohort of over 500 (including a small group of young women with disabilities) is currently being trained in four public and private training centers in the Port-au-Prince area.

The project offers an integrated approach, combining technical and soft skills training with financial and psycho-social support that puts beneficiaries in the center of a professional and support network. The specific components include four to six months of technical vocational training in a trade non-traditional for Haitian women: plumbing, construction work, heavy machinery operation, IT, etc. Alongside technical training, young women receive training in 8 core soft skills modules which are specifically tailored to the Haitian context. These topics include self-esteem, civic engagement and leadership, sexual and reproductive health, gender-based violence, professional development and work ethic, disaster preparedness, financial literacy, and living with a disability. Following the skills training, the young women participate in a one-month internship in a company to further refine their skills and boost their professional experience to facilitate entry into local labor markets. Participants also receive a monthly stipend to cover the cost of transportation and food, delivered through mobile money (Tcho-Tcho).

**Emerging Findings:** Project monitoring data, captured through an electronic monitoring system, show that the project has maintained good participation rates. Out of the 492 young women in the first cohort, 421 (85.6%) graduated on time and the retention rate in the first round was 94.5%. Results are captured through qualitative assessments and a rigorous impact evaluation, for which preliminary results are expected in mid-2014.

## Jordan NOW – New Work Opportunities for Women (NOW)

### Project Details:

- Pilot financing: US\$ 1.05 million.
- Target population: 1,800 young women graduates from eight community colleges.
- Implementing agency: Ministry of Planning and International Cooperation; Ministry of Higher Education and Scientific Research was also involved in design and implementation.

**Implementation Update:** The pilot launched in March 2010. 373 young women were trained in employability skills and 97% of these graduates completed training in November 2010. 301 young graduates successfully used job vouchers to secure employment by the time the incentive payments expired in August 2011. The pilot has now ended.

**Evaluation Results:** Results from the impact evaluation found that while the job voucher was active, female graduates with vouchers were 39 % more likely to work than female graduates without vouchers. However, this effect was temporary and did not last after the vouchers expired. Outside Central Jordan, girls with vouchers continued to have higher employment rates, but this may have come at the expense of those who did not have vouchers. Employability skills training showed no statistically significant impact on employment outcomes in either the short- or long-term. However training did boost self-confidence and mental well-being among the graduates. Insights from the evaluation are being used to illuminate demand-side and regulatory constraints to the school-to-work transition of young people in Jordan.

## Lao PDR – Adolescent Girls Initiative (AGI)

### Project Details:

- Financing: US\$ 0.4 million.
- Target population: Youth aged 18 to 35 (majority of whom are female) from three provincial capitals.
- Implementing agency: Young Entrepreneur Association of Lao PDR (YEAL), National University of Laos and Pakpasak Technical College.

**Implementation Update:** The pilot project has now ended. Under the project, a ‘Marketplace Model’ was launched in December 2010 to identify strong business ideas and support young entrepreneurs with business skills training, mentorship, and seed grants. Nearly 100 young entrepreneurs participated in a 10-day start-up and business plan development training. Following the training, more than 85% of participants submitted business plans, and 30 finalists were selected to showcase their business ideas at an exhibition. Judged by leaders in the private sector, representatives from the Ministry of Industry and Commerce and YEAL members, 11 winners were awarded with a total funding of approximately \$50,000. Non-winners were offered SME loans and services from commercial and private banks, allowing the AGI participants access to finance should they wish to make their business plan a reality.

Under the second project component, two Career Counseling Offices (CCOs) were launched—at the National University of Laos and Pakpasak Technical College in October 2012. The CCOs provide job placement services to students and recent graduates who are looking for employment in the private sector. More than 400 students (80% female) received job preparedness training, and 24 counselors were trained by a certified career counseling specialist in order to provide quality advice to students.

**Emerging Findings:** Project monitoring data shows that 59% of Marketplace Competition participants (more than half of whom are female) have started or expanded a small business 12 months after finishing the business skills training. 47% of the graduates registered with the Career Counseling Office at the National University of Laos (more than a third female) and 44% at Pakpasak Technical College (also more than a third of whom are female) reported that they were employed within 12 months of graduation. Through the AGI program, YEAL also managed to increase their female members from 3% to 8% within one year.



### From the Field: South Sudan Profile

Joyce is 22 and from Kolong, Juba. She is an Adolescent Leader in her AGI club. She began the program in 2010 and is very glad to be a part of it. Before the program she was troubled because her children were not in school. Through the AGI she has started her own tailoring business. She has learned how to assemble and fix the machine and she is selling fashion scarves and pants for children. With the money from her business she is now able to send her kids to school.

*Photo: Sarah E. Haddock / World Bank*

## Liberia – Economic Empowerment of Adolescent Girls and Young Women (EPAG)

### Project Details:

- Financing: US\$ 5.2 million.
- Target population: 2,500 young women aged 16 to 27 in Greater Monrovia and Kakata City.
- Lead ministry and implementing agency: Ministry of Gender and Development (MoGD).

**Implementation Update:** 1,131 girls received training in the first round (March 2010-February 2011) and 1,277 girls were trained in the second round (July 2011-June 2012). 70% of the girls were trained in business development skills and 30% were trained in job skills. All girls also received life skills training. Post-training, all graduates entered a 6-month support period where they were assisted with job searching and placement or otherwise supported to start their own businesses.

The pilot phase has ended. EPAG is currently targeting 1,000 adolescent girls and young women in its third round of implementation, supported by the Umbrella Facility for Gender Equality. EPAG Round 3 is implementing several design changes based on lessons learned from the pilot phase, including a condensed training period (4 months of training and 5 months placement), increased effort to reach younger and less literate girls, a savings matching scheme to assist with business start-up capital, and formalized agreements with the private sector for job skills training and placement. In addition, EPAG has expanded geographically to reach young women outside greater Monrovia.

**Evaluation Results:** The EPAG impact evaluation provides strong evidence that skills training can be an effective policy option for increasing employment among young women in Liberia. Results show that the program led to a 47% increase in employment and an 80% increase in average weekly income among project beneficiaries, compared to those in the control group. The majority of the employment increase was driven by the business skills track. The program also significantly increased the frequency and amount of young women's savings. Results from an end-line survey show that impacts were sustained more than a year after the classroom training ended.

## Nepal – Adolescent Girls Employment Initiative (AGEI)

### Project Details:

- Financing: US\$ 2.05 million.
- Target population: 4,375 young women aged 16 to 24 who are socially discriminated, poor and have low education attainment.
- Lead ministry: Ministry of Education.
- Implementing agency: Helvetas/Employment Fund, with 20-25 Training Providers.

**Implementation Update:** Implementation began in February 2010. Three rounds of training have been completed: 810 adolescent girls were trained in 2010; 1,664 in 2011; and 1,936 in 2012. Livelihood trainings spanned 39 occupations across 44 districts of Nepal. All trainees also received life skills training and business and enterprise skills training for those interested in starting their own businesses. Trainees were assisted with job searching and placement or otherwise supported to start their own businesses.

The pilot phase of AGEI has now ended. The project is now working to document AGEI lessons and innovations and to share knowledge and build the capacity of other key implementers of skills training in Nepal. In particular, AGEI is working to build the capacity of the Enhancing Vocational Education and Training (EVENT) project, targeting 5,000 women, and the Asian Development Bank's Skills Development Project (approved in June 2013), which has a target of reaching 40% women trainees of a total of 45,000 expected trainees.

**Emerging Findings:** The evaluation assesses the impact of the Employment Fund training program on a sample of participants from 2010 and 2011 (men and women age 16 to 35). Preliminary estimates of one-year program impacts among these two cohorts show positive and highly significant effects on employment outcomes. The treatment group experienced approximately a 16 percentage point increase in non-farm employment, for an overall gain of 47%. Average monthly earnings increased by about 45%. These impacts tended to be larger for women than for men, including young women aged 24 and under. In contrast, limited effects are found on empowerment, reproductive health, or household-level outcomes.

## Rwanda – Adolescent Girls Initiative (AGI)

### Project Details:

- Financing: US\$ 2.7 million.
- Target population: 2,000 young women aged 16 to 24 who are literate from two urban and two rural districts of Rwanda.
- Lead Ministry: Ministry of Gender and Family Promotion (MIGEPROF).
- Implementing agencies: MIGEPROF, Workforce Development Authority (WDA), and Imbuto Foundation.

**Implementation Update:** The project was launched on April 2, 2012 in Kigali. Under Component I, vocational training of the first cohort of 621 girls began in May, 2013. Participants are being trained in food processing, culinary arts, arts and crafts, and agri-business (nursery beds and bee keeping). Life-skills training is being conducted side by side with the technical components. Technical training of the first cohort ended in December 2013. Following the classroom training the girls are supported by trainers, school managers and business mentors to enter jobs or internships in the private sector or form cooperatives to pursue a small business venture. The second cohort of trainees began the technical training in January, 2014 and ended in July, 2014. The third cohort was being trained concurrently with cohort two, beginning in March, 2014 and is due to conclude in September, 2014. The overall pilot project will conclude activities on December 31st 2014.



EPAG Round 3 Security Guard Trainee. Photo: Morgana Wingard / EPAG MoGD

Under Component II, the project has been supporting eligible adolescent girls and young women (30 per project district) aged 15 to 24 who dropped out of school with scholarships to resume formal education. This component was administered by Imbuto Foundation and concluded activities in December 2013. Out of the 120 girls who were enrolled in school, the project closed with 98 girls remaining in school.

**Emerging Findings:** A pre- and post-test evaluation of the project was launched in January 2014 and will assess the impact of the program among the second cohort of trainees. A qualitative assessment will accompany the quantitative survey to shed light on potential empowerment impacts of the project and beneficiary satisfaction.

## South Sudan – Adolescent Girls Initiative (AGI)

### Project Details:

- Financing: US\$ 1.9 million
- Target population: 3,000 young women age 15 to 24 from four states.
- Lead Ministry: Ministry of Gender, Child and Social Development
- Implementing agency: BRAC South Sudan

**Implementation Update:** 100 adolescent clubs, staffed with 100 Adolescent Leaders, have been established in five counties in four states of South Sudan. To date 1,659 club members have received livelihood training. About 60% of members have received agriculture training; other fields include poultry farming, goat rearing, small business, tailoring, salon, catering and carpentry. Through BRAC's cascade model of training, all 3,000 participating girls have received life skills and financial literacy training. BRAC also provided savings and credit services to qualified girls. So far, BRAC has provided loans to 140 members to support their business development plans. The pilot phase has ended; BRAC is committed to maintaining the adolescent clubs established under the AGI.

**Emerging Findings:** Anecdotal evidence suggests that AGI participants show high levels of engagement and confidence, reflected in increased awareness of such issues as protection against rape, early pregnancy, contraception and family planning in general, and increased knowledge and awareness of HIV/AIDs. Project implementers report that family members and communities have increased their respect for adolescent girls as they find their daughters more knowledgeable and able to earn money to support family expenses. The end-line survey for the impact evaluation was suspended for several months due to the security situation, and is now planned to resume in September 2014.



Photo: Maria Fleischmann / World Bank

# WOMEN'S LEADERSHIP IN SMALL AND MEDIUM ENTERPRISES (WLSME)

The Women's Leadership in Small and Medium Enterprises (WLSME) trust fund is a partnership with the U.S. Agency for International Development (USAID) that aims to increase the entry and growth of women-owned and women-managed small and medium enterprises (SMEs) in developing countries. Understanding why women do not participate more actively in SME entrepreneurship and creating opportunities for their higher engagement through effective interventions can yield high dividends in terms of productivity and broad-based economic growth. The WLSME invests in rigorous evaluations of innovative interventions to help answer "what works" in promoting women-led SMEs.

## PROGRESS AND ACHIEVEMENTS IN 2014

The USD 3.5 million WLSME trust fund (2011-2015) is part of a larger program managed by USAID and co-finances rigorous evaluations of interventions in 12 countries across Africa, Central Asia, the Caribbean, the Middle East and North Africa, and South Asia. The WLSME trust fund fosters learning through practical research and collaboration at the World Bank Group as well as with USAID and NGOs, and aims to develop resources that enhance our ability to better support women-led SMEs in our operations. The WLSME trust fund aims to make important contributions to the field of female entrepreneurship by:

- Filling data gaps with surveys designed to capture gender differences in firm characteristics and performance in 12 countries across five regions. It also aims to expand data on women-led SMEs where the country context allows.

- Building rigorous evidence around lingering questions emerging from recent literature and past experiments on female entrepreneurship. The WLSME trust fund employs impact evaluations to test the effectiveness of different types of entrepreneurship support, including integrated services, and targeted support to provide the right services for the right entrepreneurs. Many evaluations also look at the importance of “soft skills” (leadership, negotiation, etc.) and the role of women’s agency (aspirations and self-efficacy).

Most grants are part of large scale projects, increasing the likelihood for generating country demand and operationally relevant lessons for replication or scale-up. Evaluations also attempt to address some methodological shortcomings of experiments with female entrepreneurs with larger sample sizes, emphasizing relevance and delivery of training, as well as selecting entrepreneurs with higher baseline abilities and skills to ensure lower attrition as well as higher uptake of training and services.

The following sections report progress across the three target areas: i) increasing social capital and narrowing information gaps (providing access to markets); ii) narrowing gender gaps in human capital; and iii) removing external constraints (access to finance, infrastructure, regulatory environment). Preliminary findings and updates on knowledge sharing and dissemination efforts are shared. The final annex provides brief updates on all WLSME-funded interventions.

## INCREASING SOCIAL CAPITAL AND NARROWING INFORMATION GAPS

### South Africa

In South Africa, a new online marketplace (Supply Chain Network) was established to help connect medium to large companies with potential suppliers in a quick and easy way. An estimated 41 percent of the country’s companies find business partners through friends and relatives. As a result, small emerging firms with limited networks, typically the case of female entrepreneurs, are left with fewer business opportunities. The Supply Chain Network may offer a way around this challenge by providing features such as an updated directory of suppliers, ability to request quotes by sector, location, etc., rate and recommend suppliers, and map business relationships.

To-date, the marketplace has over 20,000 suppliers registered. By controlling what information is offered on suppliers the evaluation can help understand how information shapes networking capital for female small suppliers and how this impacts performance of their firms. For example, does the marketplace change who they do business with and how much business they do? Does it change their contracts, how do they negotiate contracts, their risks, and potentially their business performance? The evaluation also hopes to understand whether buyers select suppliers based on personal characteristics (e.g. gender).

In fiscal year 2014, analysis of the baseline, covering 2,244 firms in KwaZulu-Natal Province with up to 25 employees, was published as part of the World Bank publication, *Women and Trade in Africa: Realizing the Potential* (see preliminary findings, below). The next step is making technical changes to the marketplace to collect data on supplier behaviors and impact on suppliers. 10,000 suppliers will also be uploaded into a premium subscription service that will be monitored over time and compared with a valid control group.

## NARROWING GENDER GAPS IN HUMAN CAPITAL

Recent literature and experiments on business education have mainly centered on the effects on microenterprises. Less is known about the potential of such support for small and medium firms or micro firms with growth potential. The WLSME trust fund aims to help narrow this knowledge gap. Across 8 countries, the WLSME trust fund is testing the effectiveness of entrepreneurship training, often complementing more traditional forms of managerial training with either mentoring or non-cognitive training (leadership, public speaking, aspirations, etc.).

## Sierra Leone

In fiscal year 2014 the World Bank Youth Employment Support Project (YESP) recruited 2,314 young men and women (15-35 years old) across five major urban centers—Freetown, Bo, Kenema, Kono, and Makeni—who have a business or are interested in starting one. A successful communications campaign attracted nearly 6,000 applications. A baseline survey was carried out, covering over 3,344 individuals, half of which are women.

A local NGO, Hands Empowering the Less Privileged - Sierra Leone (HELP-SL), has been contracted to train these young entrepreneurs by developing their skills and capacity to start or expand a business. The project investigates several hypotheses regarding constraints to youth-owned micro- and small enterprise (MSE) creation and expansion by providing one of the following types of support, or a combination of both:

- Technical training, in a specific trade (e.g. welding or catering) through classroom teaching and apprenticeships, as well as basic financial literacy.
- Microfinance facilitation, such as support for developing a business plan, setting up business clubs, accessing microfinance, and follow up support to set up and maintain a business once a loan has been obtained.

The results of the impact evaluation are expected to feed into a new youth employment operation currently in the pipeline.



### Program participant in Sierra Leone

Participants are ages 15-35, from 5 designated urban centers: Freetown, Bo, Kenema, Kono, and Makeni, and nearly half of the participants are female. Most (82.6%) working female participants are involved in services and sales compared to only 38.5% of men. Among the working participants, women are more likely to be self-employed. Baseline findings also suggest female program participants have less decision-making power within their families and communities and face a higher domestic burden, despite spending similar time working outside the home. Only a little over one third of women are actively involved in social or community groups compared to more than half of men. *Photo: Samantha Zaldivar Chimal / World Bank*

## Nigeria

The nationwide YouWin! (The Youth Enterprise with Innovation in Nigeria) program launched its 3rd annual cycle in 2011 with more than 6,000 applicants. After initial screenings, 1,186 youth were selected—of which 17.6 percent were women, and a little more than half have existing businesses.

To-date, almost all awardees have received their full grants ranging from 1 - 10 million Naira (approximately USD 32,000-64,000). They have also gone through two rounds of intensive entrepreneurship training (such as business planning and management, marketing, accounting, business writing, and public speaking), and are currently being mentored. The Ministry of Communication Technology has also assisted many of the awardees in building websites for their businesses. The ongoing impact evaluation explores potential gender differences in outcomes such as business start-up and expansion rates, profits, and job creation. In fiscal year 2014, two follow-up surveys were carried out (6 months and 1 year after) and a report is being finalized.

## Tunisia

In 2014 a follow-up survey was completed to assess the effectiveness of an entrepreneurship track for university students in Tunisia, launched in 2009. Undergraduates in the final year of licence appliquée are given the opportunity to graduate with a business plan instead of following the standard curriculum.

This recent survey, supported by the WLSME trust fund, covered 1,700 graduates from 2009/2010, and who were interviewed in the first follow-up in 2011. Two thirds of the graduates were women. The survey was expanded to include gender-specific indicators, such as harassment. Analysis is currently underway in collaboration with the Tunisian Employment Observatory. Qualitative interviews have also been conducted and evaluation results will be presented at a September 2014 workshop, which brings together stakeholders to discuss ways to strengthen the program for current and future graduates.

Efforts are currently underway to identify suitable organizations to provide mentoring after graduation to further alleviate constraints to self-employment and increase the track's impact on women's self-employment, which has been lower than that of men.

## **Togo**

In Lomé, 1,000 micro and small scale informal entrepreneurs, half of whom are women, were selected in FY2014 to receive training to improve their business' success. Selected firms are in non-agricultural sectors, have less than 50 employees, have been in existence for at least 1 year, and are not registered with the Chamber of Commerce. The program successfully mobilized interest among entrepreneurs with the help of microfinance institutions, an association of women entrepreneurs, government agencies, and an artisans' chamber of commerce and association.

In 2014, the 2014 baseline survey was carried out and the 1,000 entrepreneurs (in all, 1,500 firms were surveyed to include a control group) were given one of the following training:

- Business (managerial) training to improve their ability to manage stock, clients, and personnel, as well as improve accounting, positioning in the market, fiscal obligations, and skills. The curriculum, Business Edge, was developed by the International Finance Corporation (IFC).
- Entrepreneurial training to develop personal initiative, learn how to set goals and make plans to work toward them, become proactive and future oriented, and learn how to overcome obstacles.

International experts in both areas trained 24 local trainers, who in turn delivered courses over 12 half-day sessions spanning a 4 week period in April 2014. Training was conducted in French and local languages. Different quality control measures were put in place, such as video-recording all training sessions and obtaining feedback from participants and independent observers.

To adopt classroom acquired skills in practice, the entrepreneurs receive three-hour visits by the trainers each month for four months. The program has drawn significant interest from local microfinance institutions that have encouraged their clients to apply to the training program and expect that the training program could improve beneficiaries' access to credit. The ongoing impact evaluation will provide innovative insight by directly comparing a technically oriented training approach based on managerial knowledge transfer and a soft-skills oriented training approach aiming at creating an entrepreneurial mindset.

## **Pakistan**

In November 2013, the WLSME trust fund-supported project in Pakistan officially launched, offering a supportive ecosystem for female entrepreneurs. 400 female entrepreneurs in Karachi and Peshawar with existing micro and small firms and potential for growth will be given a holistic package of services, including:

- *Networking and access to markets*, designed to capitalize on partnerships with local business associations, chambers of commerce, and business networks.
- *Business education*, provided by a local business school, the Institute of Business Administration (IBA). The curriculum is tailored to include case studies on women-led firms, strategies for female entrepreneurs to grow firms in the local cultural context, and soft skills like leadership, negotiation, and communication.
- *Mentoring*, given in group settings as well as one-on-one.

The initial cohort of 50 women was selected with the help of community leaders and social media to find women with existing firms, as many are not members of chambers of commerce and other networks. They will be given their comprehensive package of support starting in September 2014. These women are, on average, more educated and have high skill levels. The aim of the pilot is to help these women grow their firms while measuring the impact of the various services to suggest ways to replicate and possibly scale the approach. The baseline for the evaluation is scheduled to be launched for the next cohort of 100 women later in fiscal year 2015.

The pilot is being carried out with Enclude Solutions and local academic institutions. The team is exploring possible approaches to mitigating mobility constraints, such as online training. To address issues around the quality of business education identified in literature, emphasis is placed on customization, delivery, and relevance of training, to be measured through both client satisfaction surveys and the impact analysis.

The country pilot in Pakistan has already led to the launch of a new global program—Women<sup>x</sup>—which plans to unleash the exponential growth potential of female entrepreneurs. Women<sup>x</sup> aims to launch 10 to 15 pilots in the coming five years to test innovative approaches to supporting female entrepreneurs with growth potential.

## REMOVING EXTERNAL CONSTRAINTS

### Democratic Republic of Congo and Mozambique

Evaluations of the two growth pole projects have progressed more slowly than expected as a result of delayed World Bank project implementation. Evaluation designs will be finalized and baseline surveys carried out in fiscal year 2015. Despite initial delays, commitment to conduct the evaluations is strong, in part as because these are IDA 16 commitment impact evaluations. Furthermore, these studies have the potential to be critical to understanding the role of access to markets for female entrepreneurs and in establishing the importance of the interaction of multiple constraints to the development of women-led firms.

The USD 110 million Western Growth Poles project in the Democratic Republic of Congo supports development of agriculture value chains targeting palm oil, cassava, and rice farmers in the country's Bas Congo and Kinshasa areas. This includes strengthening producers' organizations, increasing their agricultural supply capabilities and partnerships, and providing basic rural infrastructure. With WLSME support, the project will explore the multiple, intertwined challenges female entrepreneurs face. In fiscal year 2014, two workshops were held with project teams, members of the civil society, implementation partners, and other stakeholders to foster a collaboratively designed impact evaluation and build implementation capacity.

The Integrated Regional Growth Pole project in Mozambique is a USD 100 million investment to improve the performance of enterprises and smallholders in the Zambezi Valley and Nacala Corridor. The WLSME is supporting an evaluation of interventions aimed at improving the performance of enterprises and smallholder farms in Tete and Nampula provinces to establish a supply chain of goods and services to the international mining companies in those areas. The evaluation will measure the impact of improved roads and linkages with medium and large commercial enterprises on smallholder farmers' use of inputs, productivity, output, and profits. The evaluation will also take care to measure how the project interventions impact women and gender equality within smallholder households. In fiscal year 2014, a workshop was held with the government project team to build better understanding of the various elements of an impact evaluation and to cement commitment. The team also completed a field mission to discuss timelines, expectations, and implementation details.

**TABLE 8. WOMEN'S LEADERSHIP IN SMALL AND MEDIUM ENTERPRISES TRUST FUND**  
**What Works In Promoting Women's Leadership In SMEs**

INTERVENTION TESTED	COUNTRY	EVALUATION
<b>Enhancing women's social networks and access to information to improve market access and business opportunities</b>		
Online marketplace linking female suppliers to potential buyers	South Africa	<ul style="list-style-type: none"> <li>• Randomized controlled trial</li> <li>• Sample size: 10,000 (online subscriptions)</li> </ul>
<b>Providing education and training to better equip female entrepreneurs to start and grow businesses</b>		
Financial literacy, technical training, and microfinance facilitation	Sierra Leone	<ul style="list-style-type: none"> <li>• Randomized controlled trial, comparing technical skills vs. addressing financial constraints, or a combination.</li> <li>• Sample size: 3,344</li> </ul>
Business and technical training and access to micro-finance	Ethiopia	<ul style="list-style-type: none"> <li>• Evaluation design being finalized, measuring impact of both components on business knowledge, income and employment</li> </ul>
Business training, start-up grants and mentoring for winners of a business plan competition	Nigeria	<ul style="list-style-type: none"> <li>• Randomized controlled trial.</li> <li>• Sample size: 1,841</li> </ul>
Managerial and technical skills or entrepreneurial skills (attitudes and behavior)	Togo	<ul style="list-style-type: none"> <li>• Randomized controlled trial, comparing relative effectiveness of the two types of training.</li> <li>• Sample size: 1,501</li> </ul>
Business incubation and customized financial products	Egypt	<ul style="list-style-type: none"> <li>• Initial delays due to the country context. Evaluation design being finalized.</li> </ul>
Business training and coaching for graduate students; seed-grants for winners of a business plan competition at graduation	Tunisia	<ul style="list-style-type: none"> <li>• Pre- and post-test evaluation.</li> <li>• Survey size: 1,700</li> </ul>
Financial literacy and business training, non-cognitive skills, and food quality standards	Haiti	<ul style="list-style-type: none"> <li>• Non-experimental evaluation (propensity score matching).</li> <li>• Sample size: 1,400 (projected)</li> </ul>
Business education, mentoring, networking support, and access to finance facilitation	Pakistan	<ul style="list-style-type: none"> <li>• Quasi-experimental (non-random)</li> <li>• Beneficiaries: 400 (size of constructed control to be determined)</li> </ul>
<b>Reducing gender gaps in infrastructure and regulatory environments that limit market access and opportunities for growth</b>		
Intervention to be determined but may include road rehabilitation, and agricultural extension services	Democratic Rep. of Congo	<ul style="list-style-type: none"> <li>• In pre-baseline stage due to project implementation delays. Evaluation design being finalized and to launch in FY15</li> </ul>
Intervention to be determined but may include road rehabilitation, out grower schemes, and skills and vocational training programs	Mozambique	<ul style="list-style-type: none"> <li>• In pre-baseline stage due to project implementation delays. Evaluation design being finalized and to launch in FY15</li> </ul>
Intervention to be determined. May include access to information on tax obligations and rights, feedback and accountability mechanisms	Kyrgyzstan	<ul style="list-style-type: none"> <li>• Pre-baseline stage due to project delays. Intervention being finalized , addressing any discriminatory impacts of de jure and de facto implementation gaps in tax regulations</li> </ul>

## KNOWLEDGE AND LEARNING

### Learning seminars

The World Bank's Gender Group and the Financial and Private Sector Development Group's Innovation, Technology and Entrepreneurship (ITE) Practice<sup>6</sup> partnered around a series of well attended seminars on women's entrepreneurship, which brought together academics, World Bank staff, and other development practitioners to discuss new ways of effectively supporting women-led firms.

Patricia Green, Paul T. Babson Professor of Entrepreneurial Studies at Babson College, discussed the entrepreneurial eco-system for female entrepreneurs, what success looks like for female entrepreneurs, and the notion of linear growth. She emphasized the importance of support service delivery approaches and the value of appropriate role models. Rohini Pande, Mohammed Kamal Professor of Public Policy at the Harvard Kennedy School, presented findings from experiments in South Asia on how social norms pose unique barriers to business growth and profitability for female-run enterprises.

A roundtable of World Bank Task Team Leaders concluded the series of seminars by discussing issues around entrenchment of female entrepreneurs in low growth sectors and how business education should be structured to deliver maximum impact. Event recordings and presentations are available on the World Bank's Gender website.

### Knowledge Notes

In 2014, the WLSME contributed to a paper, *Supporting Growth-Oriented Women Entrepreneurs: Key Challenges and the Way Forward*. It provides an analysis of the evidence around the performance of women-led firms (particularly in comparison to their male-led peers) and looks at the evidence regarding existing support programs. It draws out lessons for growth-oriented women entrepreneurs and highlights some priority areas for the design of future support programs.

### South-South learning

In April 2014, a team of implementing partners in Pakistan, Enclude Solutions and the Institute of Business Administration (IBA), visited a similar country pilot in Nigeria to exchange ideas and lessons around program design and implementation. The exchange provided the IBA, tasked with delivering the business education component in Pakistan, the opportunity to learn directly from the Pan African University, which provides such services in Nigeria. Such capacity enhancement is critical in ensuring sustainability of IBA's work in coming years.

In Haiti, collaboration with ongoing gender-focused financial literacy work in Mexico provides opportunities for cross-project lesson-sharing. The team is taking into account recent lessons and findings on financial literacy training, including a large scale World Bank effort supported by the Russian Federation which rigorously evaluated impacts of existing programs.

### Dissemination and stakeholder consultations

In February 2014, a conference in Egypt was jointly carried out by the American University in Cairo, the University of California, Berkeley, and the World Bank. It focused on addressing and defining the roles of different stakeholders in the entrepreneurial ecosystem to enhance financial inclusion for startups and micro entrepreneurs, particularly women entrepreneurs. Participants included local and global experts, donors and development partners, academia, venture capital funds, and private sector. A series of workshops followed the conference, acting as a "call for action" to give more insight on the available support tools, means of enhancing them, and tackling the main shortcomings of entrepreneurial ecosystems in MNA.

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<sup>6</sup> Now part of the new Trade and Competitiveness Global Practice



Photo: Andrea Martin / World Bank

Analysis of the baseline data in South Africa was made available as part of a chapter in the World Bank publication *Women and Trade in Africa: Realizing the Potential*, published in fiscal year 2014. The book has been disseminated widely by its editors across Africa, drawing significant attention. During this period, the research team also presented the impact evaluation design, its initial findings, and next steps in a USAID-organized seminar. As part of the ongoing dialogue with the Government of South Africa, the team has given several presentations on the study and, in particular, the study methodology to key stakeholders in both the private and public sectors.

## WLSME FINANCIALS

The WLSME SDTF became active on June 1, 2012. Of the total contribution of \$3.5 million, \$3 million has been allocated to eight grants, with the remaining \$500,000 going toward technical support, administration and management, and knowledge sharing by the Gender Group (tables 8 and 9).

As of June 30, 2014, \$1.97 million in pledges had been received and disbursed to grants.

## CONTRIBUTIONS

**TABLE 9. WLSME CONTRIBUTIONS (US\$)**

Donors	Pledges	Receipts	To be received
USAID	3,500,000	1,969,450	1,530,550



Photo: Stephan Bachenheimer / World Bank

## ALLOCATIONS

**TABLE 10. WLSME ALLOCATIONS**

Pilots	Allocations
Measuring and Reducing Regulatory Uncertainty and Discretion for Female Entrepreneurs in Central Asia	600,000
Haiti—Fostering Woman’s Involvement in Agro-Enterprise for Improved Food Quality and Household Food Security	350,000
Testing Relative Impacts of Training, Access to Finance, and Social Networks for Fostering Entrepreneurial Success in Sierra Leone	300,000
Improving Market Access of WLSMEs in Africa through Innovative Programs	350,000
Providing Integrated Support and Incubation Services for Graduates of the University Entrepreneurship Track in Tunisia	350,000
Pakistan Women Entrepreneurs	400,000
Innovative Approaches to Develop Entrepreneurial Capacities of Female-Led Business	350,000
Egyptian Women Leadership in Micro and Small Enterprises	300,000
<b>Subtotal pilots</b>	<b>3,000,000</b>
Communication and dissemination	104,000
Technical support, supervision, and implementation activities	221,000
Program management and administration	105,000
<b>Grand total</b>	<b>3,430,000</b>



Photo: Simone D. McCourtie / World Bank

## ANNEX 2. WLSME INTERVENTIONS

### Nigeria

#### *Innovative Approaches to Developing Entrepreneurship Capacities of Female-Led Firms*

**Intervention and evaluation:** The nationwide YouWin! (Youth Enterprise with Innovation in Nigeria), a collaboration between the Ministry of Finance, the Ministry for Information and Communication Technology (ICT), and the Ministry of Youth Development, helps young men and women develop and execute their business ideas and overcome common challenges such as access to finance and skills to run a successful business. Program participants receive a start-up grant—with the requirement of registering the business and opening a bank account—linked to business and performance milestones. Each entrepreneur also benefits from continuous hands-on mentoring to enhance their chances of succeeding, as well as two rounds of intensive business boot camp on topics such as management, marketing, finance and accounting, and public speaking.

**Implementation Update:** The program launched its 3rd annual cycle in 2011 with more than 6,000 applicants. After initial screenings, including by a panel of experts, 1,186 youth were selected—of which 17 percent were women. A little over half have existing businesses; selection favored existing businesses as these have overcome the initial challenges of the start-up phase, increasing the likelihood of growth and survival. Additionally, education levels among the women and men exceeded the national average. Awardees have received their grants ranging from 1 - 10 million Naira (approximately USD 32,000-64,000), along with their initial training, and are now being mentored. The Ministry of Communication Technology has also assisted many of the awardees in building websites for their businesses. In fiscal year 2014, two follow-up surveys were carried out as part of the ongoing impact evaluation which explores outcomes such as business start-up and expansion rates, profits, and job creation. Follow-up has been conducted at 6 months and 1 year after treatment.

## Tunisia

### *Providing Integrated Support and Incubation Services for Graduates of a University Entrepreneurship Track*

**Intervention and evaluation:** A new entrepreneurship track in Tunisian universities is giving students the opportunity to graduate with a business plan rather than a traditional thesis. Initial evaluation results show that business training and personalized coaching have been effective in increasing the rate of self-employment, but this has proven to be relatively more effective for men than women. Identified constraints include lack of access to credit and limited experience and opportunities. The WLSME supports piloting and evaluation of additional entrepreneurship and business development services to improve the effectiveness of the entrepreneurship track for women. Upon graduation, students are invited to submit their business proposals to a competition where winners become eligible to receive seed start-up capital. While the employment office is already offering support measures to future self-employed, take-up – in particular among young graduates – is very low. Thus, offering such support measures and tailoring it to beneficiaries of the entrepreneurship track will reach a broader group of young Tunisians who show interest in becoming entrepreneurs. Two thirds of the graduates of the entrepreneurship track who graduated in 2009/2010 are women. With WLSME support a follow-up survey covering 1,700 has been expanded to include gender-specific indicators, such as agency.

**Implementation update:** In fiscal year 2014, the follow-up survey of students was carried out and results will be available in the fall of 2014. The survey will also serve as a baseline for additional entrepreneurship support to be piloted with WLSME. Stakeholders will convene in September 2014 to discuss preliminary survey results and ways to strengthen the program design accordingly.

## Haiti

### *Fostering Women's Involvement in Agroenterprise for Improved Food Quality and Household Food Security*

**Intervention and evaluation:** A grant scheme for Haitian producer organizations has been set up to support adoption of new technology, improved inputs, post-harvest investments and commercialization as part of a \$40 million IDA project—Strengthening Agricultural Services II (RESEPAG II). However, female farmers tend to lack the financial literacy skills, technical knowledge, and market information needed to fully benefit from these investment opportunities. The WLSME is supporting supplemental training to level off disadvantages faced by poor female farmers and bridge the productivity gap between male and female farmers. The training combines cognitive or “hard” skills (business administration and financial literacy) with non-cognitive skills (self-efficacy, locus of control, self-esteem, autonomy and propensity to take risks). The training is participatory and incorporates interactive exercises. Participants are also provided training in food quality requirements and standards, and market demand, to help boost market opportunities. The training is evaluated with a phased-in longitudinal experimental approach, sampling about 1,400 men and women, to measure improved social and economic outcomes such as: earned income/profits, women's agency, and food security.

**Implementation update:** The Government of Haiti launched the matching grant scheme in June 2014, inviting proposals from producer organizations. Baseline data will be collected in September 2014 and a midline survey intended to capture short-term impacts is scheduled 18 months following the baseline.

## Togo

### *Innovative Approaches to Developing Entrepreneurship Capacities of Female-Led Firms*

**Intervention and evaluation:** The Togo Private Sector Development Support Project, a World Bank funded project of approximately 13 million USD, includes training of 1,000 micro and small scale informal entrepreneurs in Lomé, half of which are women, to increase business success and improve access to credit. Support is offered to non-agricultural firms with less than 50 employees not registered with the Chamber of Commerce and which have been in operation for at least one year. Awareness among entrepreneurs has been raised with the help of microfinance institutions, an association of women entrepreneurs, government agencies, and artisans' chamber of commerce and association. Entrepreneurs are provided one of the following trainings:

- Business (managerial) training to improve their ability to manage stock, clients and personnel, as well as improve accounting, positioning in the market, fiscal obligations, and skills. The curriculum, Business Edge, has been developed by the International Finance Corporation (IFC).
- Entrepreneurial training to develop personal initiative, learn how to set goals and make plans to work toward them, become proactive and future oriented, and learn how to overcome obstacles.
- The evaluation gives special attention to which type of training is most effective for improving the performance of women owned businesses.

**Implementation update:** In fiscal year 2014, 24 local trainers were trained by international experts and a baseline survey of 1,500 firms was carried out. 1,000 entrepreneurs then received training through 12 half-day sessions over a 4-week period in April 2014 using French and local languages. In order to adopt classroom acquired skills in practice the trainers visit each entrepreneurs three hours each month for four months to provide hands on assistance in implementing the skills they've acquired during training.

## Ethiopia

### *Innovative Approaches to Developing Entrepreneurship Capacities of Female-Led Firms*

**Intervention and evaluation:** The Women Entrepreneurship Development Project (WEDP) aims to increase the earnings and employment of micro and small enterprises owned or partly owned by women. The project tailors financial instruments to the needs of the participants and ensures availability of finance. It also develops their entrepreneurial and technical skills and supports cluster, technology and product development for their businesses. Targeted women are above 18 years and not full-time students. Participants are issued a WEDP membership card to track their WEDP related activities. Selection procedures vary depending on the WEDP activity: (1) Those who seek finance will go through an "eligibility for finance and granting procedure for growth-oriented female entrepreneurs" as determined by the financial institution involved, (2) those who want to be trained will be deemed eligible by a skills enhancement/training and selecting mechanism, and (3) participants within clusters chosen for WEDP support will be qualified by a separate set of criteria. Estimates suggest the project will reach around 20,000 female entrepreneurs.

**Implementation update:** Implementation has experienced delays related to the main project. The baseline is now in preparation and implementation is gearing up.

## Pakistan

### *A New Generation of Women Entrepreneurs*

**Intervention and evaluation:** The WLSME supported pilot offers a supportive ecosystem for female entrepreneurs. 400 female entrepreneurs in Karachi and Peshawar with existing micro and small firms and potential for growth are given a holistic package of services. This includes:

- Networking and access to markets designed to capitalize on partnerships local business associations, chambers of commerce, and business networks.
- Business education provided by a local business school, the Institute of Business Administration. The curriculum is tailored to include case studies on women-led firms, strategies for female entrepreneurs to grow firms in the local cultural context, and soft skills like leadership, negotiation and communication.
- Mentoring given in group settings as well as one-on-one.

The program targets women with, on average, more education and with higher skill levels. The aim of the pilot is to help these women grow their firms while measuring the impact of the various services to suggest ways to replicate and scale the approach. Special attention is paid to the quality of business education through customization, delivery, and relevance of the curriculum.

**Implementation update:** In fiscal year 2014, the pilot was officially launched, using community leaders and social media to find women with existing firms as many are not members of chambers of commerce and other networks. Starting in September 2014, the first cohort of 50 women will be given a comprehensive package of assistance. The pilot has also led to the launch of a new global program—Women<sup>x</sup>—aiming to unleash the exponential growth potential of female entrepreneurs. Women<sup>x</sup> aims to launch 10 to 15 pilots in the coming five years to test innovative approaches to supporting female entrepreneurs with growth potential.

## Sierra Leone

### *Training and Facilitation of Access to Finance in the Creation and Expansion of Youth-Owned Enterprises*

**Intervention and evaluation:** The World Bank Youth Employment Support Project (YESP) has recruited 2,314 young men and women (15-35 years) across five major urban centers—Freetown, Bo, Kenema, Kono, and Makeni—who have a business or are interested in starting one. With the help of a local NGO, Hands Empowering the Less Privileged - Sierra Leone (HELP-SL), these urban youth—half of which are women—are helped with developing their skills and capacity to start or expand a business. The project investigates several hypotheses regarding constraints to youth-owned micro- and small enterprise (MSE) creation and expansion. Participants receive one of the following types of support, or a combination:

- Technical training, in a specific trade (e.g. welding or catering) through classroom teaching and apprenticeships, as well as basic financial literacy.
- Microfinance facilitation, such as support for developing a business plan, setting up business clubs, accessing microfinance, and follow up support to set up and maintain a business once a loan has been obtained.

The randomized evaluation boasts a large sample size compared to most randomized evaluations of similar interventions (3,344 youth). It also uses harmonized instruments developed for the WLSME trust fund to compare outcome indicators across the different pilots. It examines several gender-specific capital constraints – human, social, and financial—as well as basic firm metrics (profits and inputs) and outcomes related to female agency (aspirations and attitudes). It will also attempt to examine spillover effects of the interventions at the household level.

**Implementation update:** A baseline survey was completed in 2014, covering over 3,300 young men and women. A midline survey is expected to be complete in fiscal year 2015.



Photo: Arne Hoel / World Bank

## South Africa

### *Improving Market Access of Women-Led SMEs in Africa*

**Intervention and evaluation:** In South Africa technology is being used to circumvent the limitations of private and family-based business networks in generating fair opportunities for small and medium suppliers. Female entrepreneurs in particular tend to have smaller networks compared to men, which ultimately leaves them on the sidelines. Supply Chain Network—a new online marketplace—was launched to facilitate business connections between medium to large companies and potential suppliers in a quick and easy way. It is intended to overcome barriers to entry where lack of credible information on quality is otherwise lacking. It also reduces the search cost by assisting buyers in the identification of potential suppliers, and offers ratings of suppliers. The WLSME is supporting an evaluation designed to understand whether this helps women overcome gender biases among buyers and expand their network. By controlling what information is offered on suppliers in a phased roll-out the evaluation can help understand how information shapes networking capital for female small suppliers and how this impacts performance of their firms. For instance, does the Supply Chain Network change who they do business with and how much business they do? Does it change their contracts, how they do their contracts, their risks and potentially their business performance? The evaluation also hopes to understand whether buyers select suppliers based on personal characteristics (e.g. gender).

**Implementation update:** Baseline data has been collected for 2,244 firms with up to 25 employees and results shared in a World Bank report, *Women and Trade in Africa: Realizing the Potential*, published in fiscal year 2014. Changes will now be made to the platform to collect search behavior data and monitor the behavior of buyers based on information made available on products and services (e.g. gender composition of supplier-firms).

## Democratic Republic of Congo

### *Improving Market Access of Women-Led SMEs in Africa*

**Intervention and evaluation:** The US\$110 Million Western Growth Poles project supports development of agriculture value chains targeting palm oil, cassava, and rice farmers in the country's Bas Congo and Kinshasa areas. This also includes strengthening producers' organizations, increasing their agricultural supply capabilities and partnerships, and providing basic rural infrastructure. With WLSME support, the project will explore the multiple, intertwined challenges.

**Implementation update:** In fiscal year 2014, two workshops were held with project teams, members of civil society, implementation partners and other stakeholders in order to foster a collaboratively designed impact evaluation and build implementation capacity.

## Mozambique

### *Improving Market Access of Women-Led SMEs in Africa*

**Intervention and evaluation:** The Integrated Regional Growth Pole project is a US\$100 investment to improve performance of enterprises and smallholders in the Zambezi Valley and Nacala Corridor. Growth pole projects are complex with multiple interventions and thus an evaluation is particularly valuable in that it can shed light on whether or not observed outcomes are due to project interventions, and the relative contribution of different project interventions to growth outcomes. WLSME supports an evaluation of interventions aimed at improving the performance of enterprises and smallholder farms in Tete and Nampula provinces, to establish a supply chain of goods and services from these to the international mining companies in those areas. The evaluation will measure the impact of improved roads and linkages with medium and large commercial enterprises on smallholder farmers' use of inputs, productivity, output, and profits. The evaluation will also take care to measure how the project interventions impact women and gender equality within smallholder households.

**Implementation update:** In fiscal year 2014, a workshop was held with the government project team to build better understanding of the various elements of an impact evaluation and to cement commitment. The team also completed a field mission to discuss timelines, expectations and implementation details.

## Egypt

### *Women's Leadership in Micro and Small Enterprises*

**Intervention and evaluation:** The unemployment rate for women in Egypt is twice that of men. In light of the need to create sustainable private sector jobs, the World Bank's Egypt Enhancing Access to Finance for Micro and Small Enterprise Project works to increase access to finance for small and medium enterprises, targeting in particular underserved populations such as women and youth in Upper Egypt. Because female entrepreneurs often face multiple obstacles, the WLSME is supporting the piloting and evaluation of targeted support for women to increase their uptake of loans. This includes addressing capacity constraints, offering customized financial products, and improving the regulatory environment.

**Implementation update:** Delays have occurred due to the country's current political and social situation. Despite these challenges the activity is moving forward. Target beneficiaries have been identified based on surveys, sectoral assessments, and empirical evidence. A conference hosted jointly by American University of Cairo (AUC), University of California, Berkley and the World Bank took place in February 2014, focusing on challenges faced by female entrepreneurs in the MENA region. A program titled "Empowering women in startups", at the American University in Cairo, is currently being established. It aims to foster women's participation by offering incentives and advantages for companies with women co-founders/entrepreneurs, and by providing them with access to unique services, including training, mentoring, seed capital, collaborative co-working space, access to investors and access to AUC facilities.



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## Kyrgyz Republic

### *Measuring and Reducing Regulatory Uncertainty and Discretion for Female Entrepreneurs*

**Intervention and evaluation:** The Tax Reform and Gender technical assistance project aims to identify the determinants of the gap between tax reforms and their implementation. Anecdotal evidence suggests the gaps between on-the-paper laws and regulations and their implementation lead to differential treatment of male and female entrepreneurs. Preliminary data also suggest that while women seem to experience governance-related issues less often, corruption has a more significant impact on women's business decisions. Surveys of entrepreneurs will measure discrepancies between female and male entrepreneurs in the administration of tax inspection services. Additionally, the survey will address questions around women's access to information, whether knowledge gaps have more adverse impacts on women than men, and whether certain policy interventions can help reduce the discrepancies in implementation of tax inspections. The diagnostic will result in a randomized policy intervention, such as improving access to information or using feedback mechanisms, which will be impact evaluated.

**Implementation update:** Research aided by discussions with government agencies and enterprises has uncovered informal practices in tax inspections as a key constraint for enterprises in the Kyrgyz Republic. Implementation was originally planned to take place in the Kyrgyz Republic and Tajikistan, however, during fiscal year 2014, Tajikistan was dropped due to restructuring on the client side. Surveys have been designed and are expected to be launched in FY2015 along with the pilot intervention.





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