



**RESULTS FRAMEWORK INDICATORS
IN WORLD BANK GROUP PROJECTS
THAT WORK ON WEE**

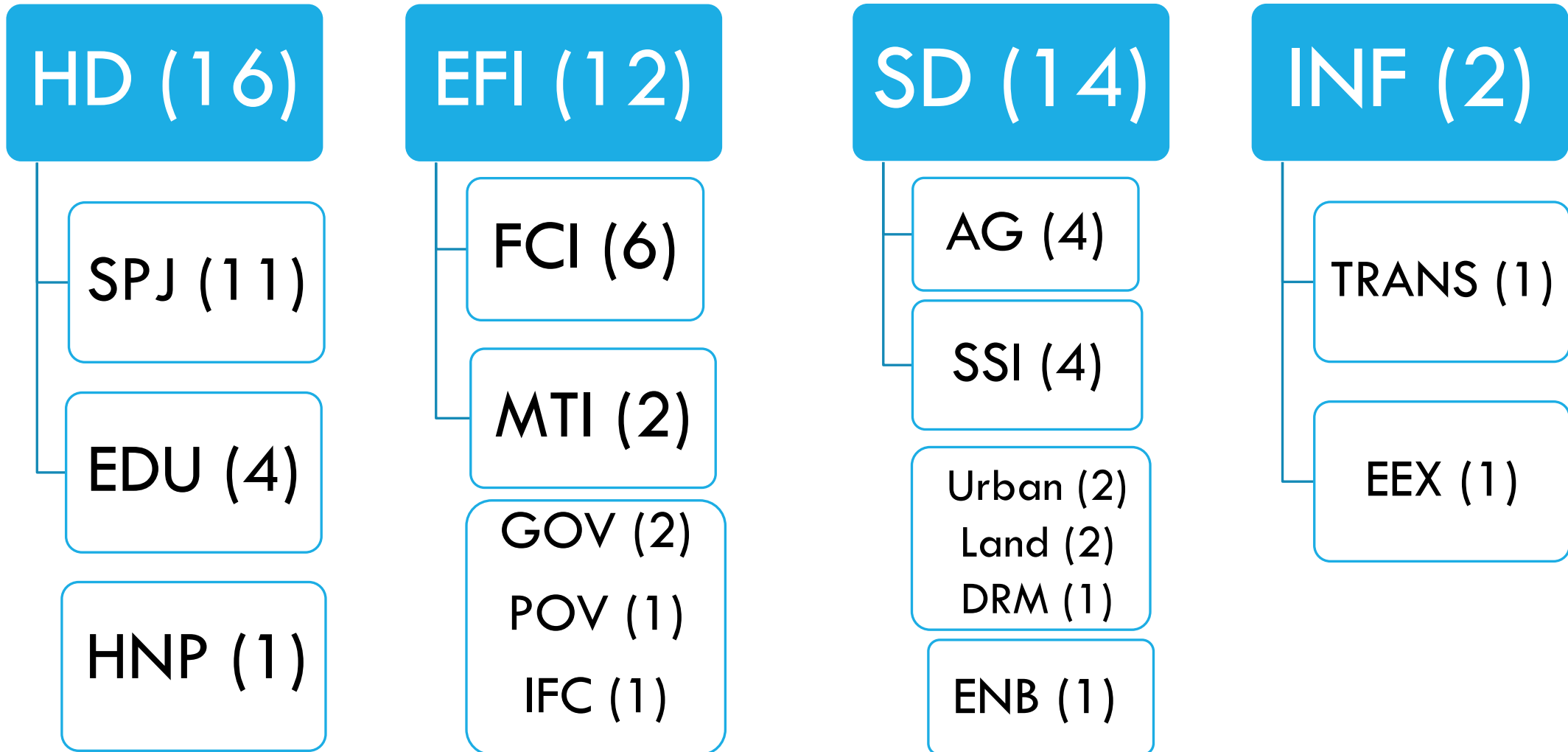
July 15, 2021

SAMPLE OF OPERATIONS REVIEWED – BY REGION

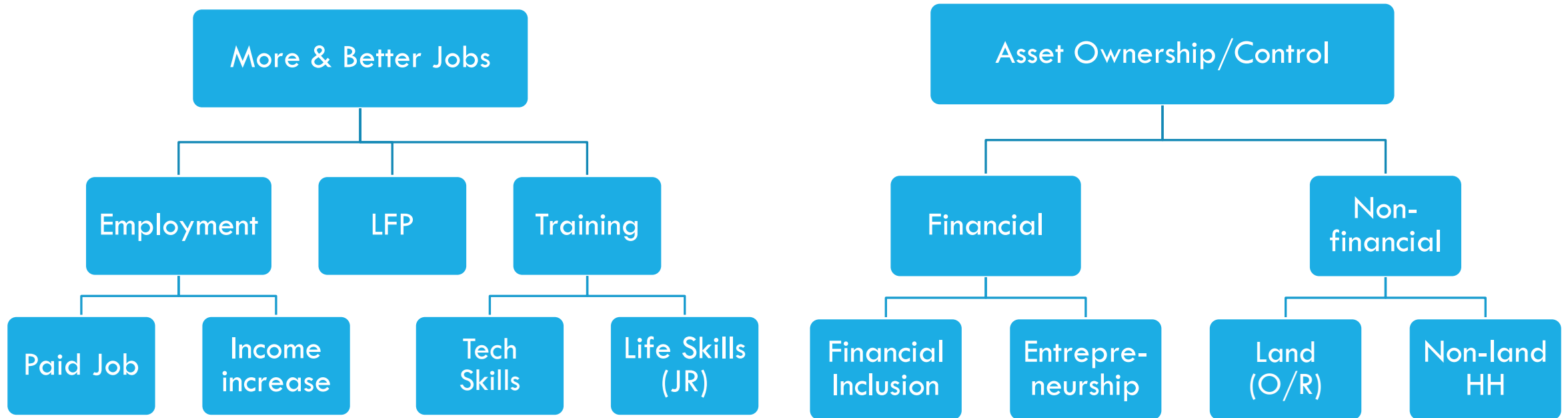
- Ops Closing Gender Gaps in Labor Market Outcomes and Asset Ownership, identified by regional gender focal points (post Board/effectiveness only)
- 70 total operations identified
- Req: PDO-level WEE indicator in PAD/PP (not PDO itself)
- Of 70, 20 with **only** intermed-level indicators; 6 with neither PDO or Int-level
→ **44 Ops w/ PDO-level indicators** (most measure closure of gender gaps in econ opportunities/outcomes– not empowerment/agency (implicit in some design))



OPS W/ PDO-LEVEL INDICATORS, BY PG / GP (SECTOR)



PDO-LEVEL INDICATORS UNDER PILLARS: BUCKETS WITHIN DOMAINS?

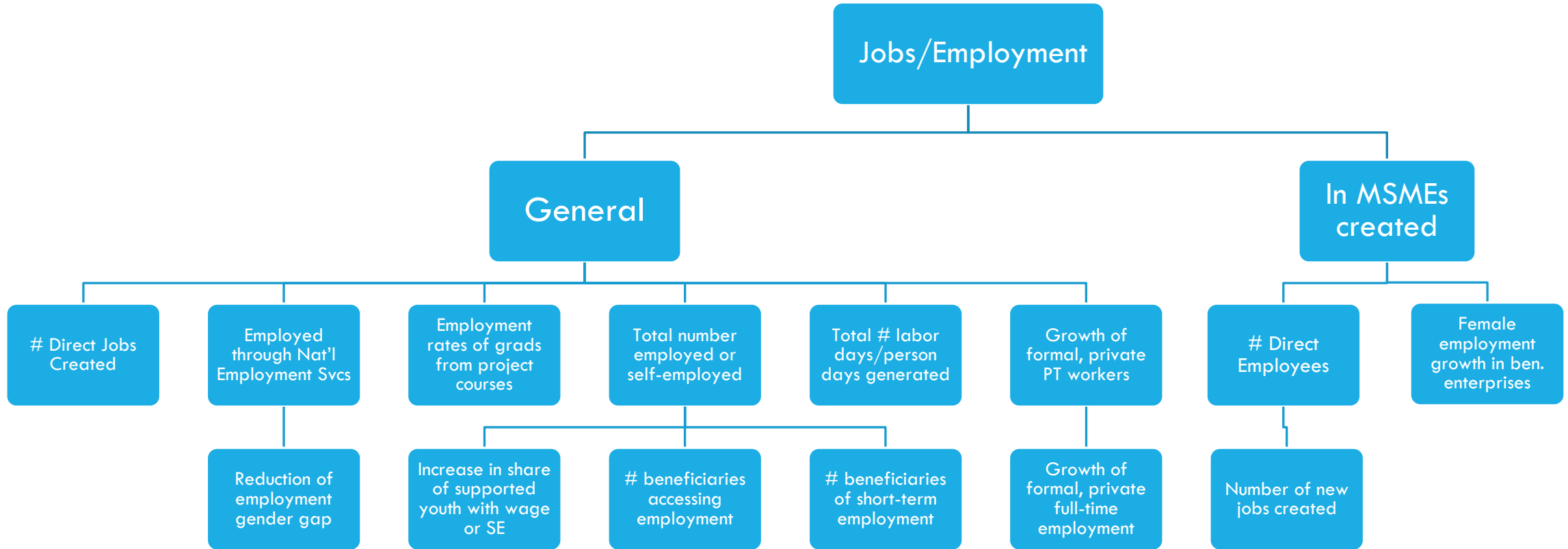


Notes: Employment (direct), Training (intermediate), and Training that leads to Employment

Incl: “Cash-Plus” Operations but no CT-only ops (see WEE indicators in G2Px, Buvinic & O’Donnell, **Alicia & Eliana**)

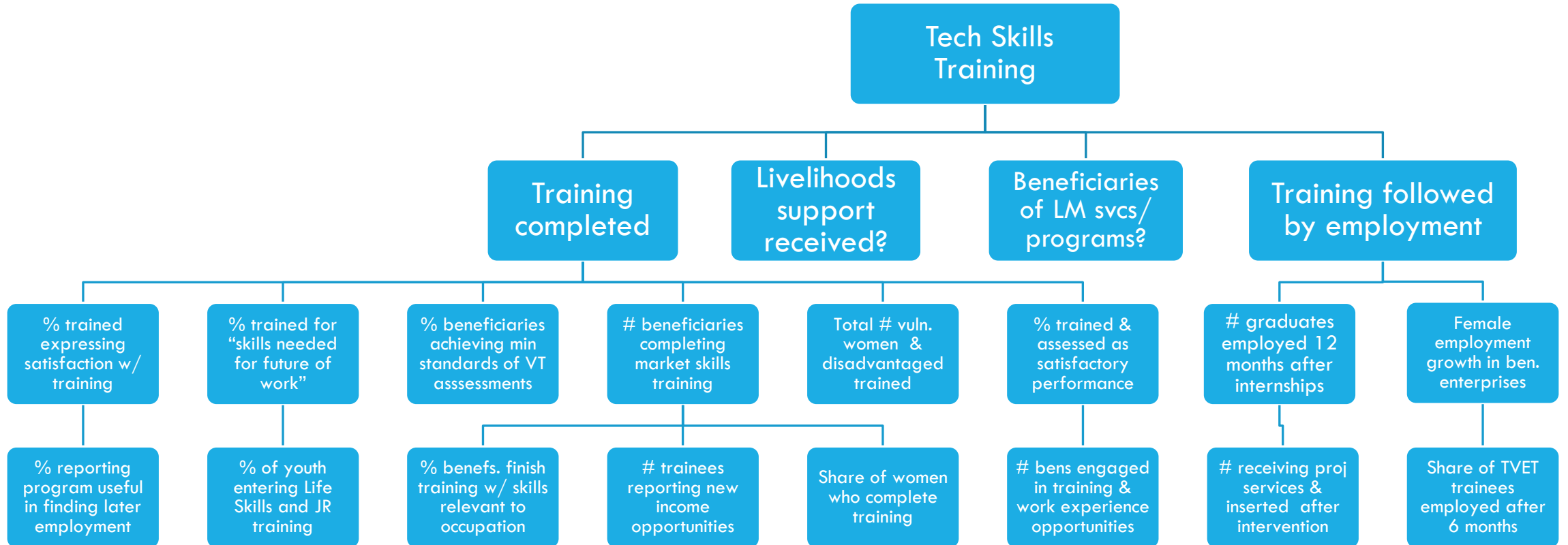
Overlap across buckets and domains, e.g., financial lit training, BDS for entres, Training on rights to assets, etc.

LARGE VARIATION WITHIN BUCKETS OF PDO-LEVEL INDICATORS (SAME GP, UNIT) -- JOBS



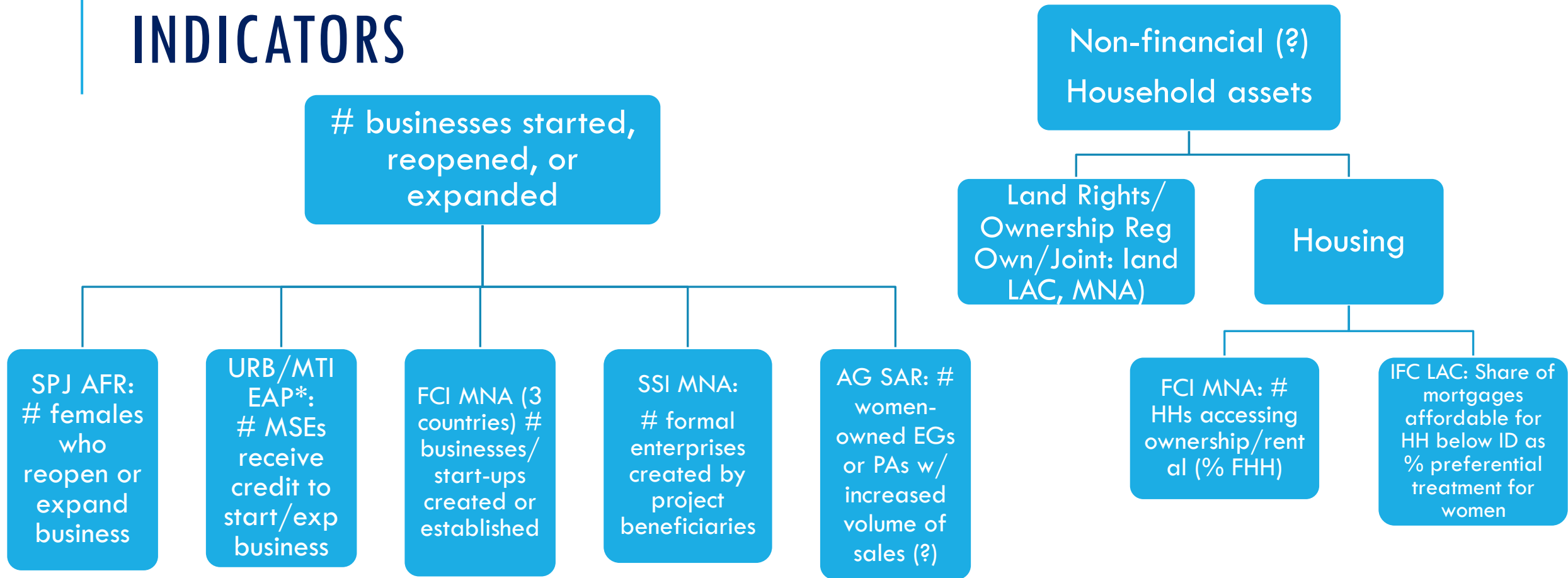
Notes: Indicators are from Ops (co)mapped to following GPs: SPJ, SSI, AGF, URL (Urban, DRM) FCI, IFC, MTI indicators have a target for overall beneficiaries/served population, of which (#/%) female -- unless 100% female beneficiaries

HUGE VARIATION WITHIN BUCKETS OF PDO-LEVEL INDICATORS (SAME GP, UNIT) -- SKILLS

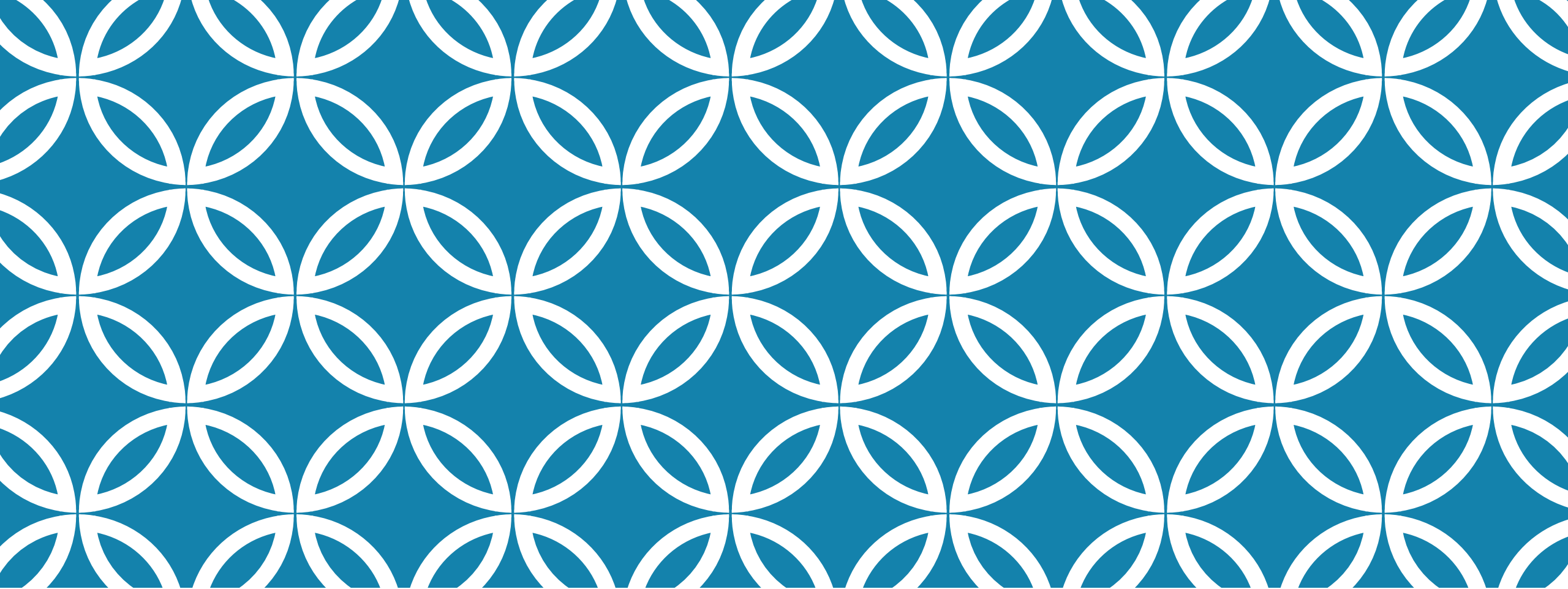


Notes: Most indicators have a target for overall beneficiaries/served population, of which (#/%) female -- unless 100% female beneficiaries

LESS VARIATION IN ENTREPRENEURSHIP & SOME ASSET INDICATORS



Note: * There is another operation in EAP (SPJ) with a PDO-level indicator of “% of beneficiaries of micro-enterprise support whose ME is still in business at least 6 months after receiving a microloan,” BUT it is not sex-disaggregated.



Q: TO HARMONIZE OR NOT TO HARMONIZE?

REASONS TO/NOT TO HARMONIZE INDICATORS

- WBG projects use **common buckets** of indicators re: closing gender gaps in economic outcomes – within GPs & PGs, and even across PGs. But **not common indicators** themselves, especially re: Jobs/Employment.

So what?

- Projects have specific, **sector/GP-relevant DOs** with particular beneficiaries in particular contexts
 - Labor, credit, land markets
 - FCV, Post-disaster
- What's in the PAD not necessarily in the Operations Manual (“delta” gets us to WEE)
- Complementary interventions/indicators (intermed) → enabling envt (child care, norms change)
- WBG project teams negotiate with **client counterparts** on indicators & target beneficiaries, interventions (political/social sensitivities)
- Corporate reporting to Board, DPs → Unintended consequences (e.g. Tag). What is the trade-off?
- **Do WB ops even “do WEE” when they rarely include the agency/empowerment indicators for WEE?**
 - Among all 70 reviewed, 1 project w/ indicator directly re: exercise of agency/empowerment (intermed level) and 1 w/ indicator indirectly related to HH decision-making (PDO-level).
 - CT ops not in sample; some pipeline WEE ops starting to incorporate empowerment-focused indicators, some PDO.

LESS 'HARMONIZATION' THAN INFORMED DESIGN: FIRST GETTING THE BASICS RIGHT WITH ECONOMIC OUTCOME INDICATORS

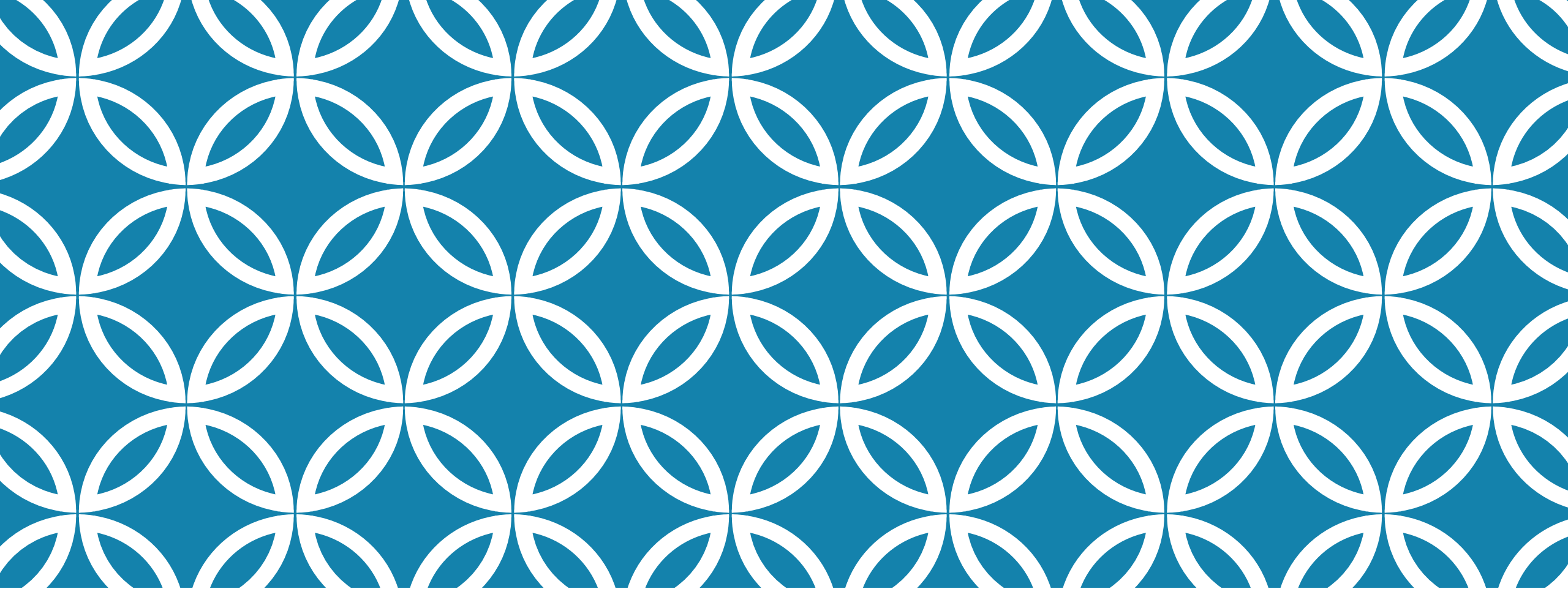
Value-added to operations (beneficiaries, client counterparts) and GPs?

- ❖ **Should WB projects incorporate agency/empowerment WEE indicators yet if we still don't know how well existing indicators re: gender gaps in economic outcomes (EO) are performing?**
 - ❖ What are the existing indicators measuring, exactly?
 - ❖ Is the outcome attributable to the project?
 - ❖ Does progress in the indicator meaningfully close gender gaps in econ outcomes? Is the progress measured sustainable after the project closes?
 - ❖ Can they be used to inform/complement/improve sector-specific guidance on gender indicators (see intranet: gender. Look under Tools & Guidance on Gender in the GPs)
 - ❖ Is it worth identifying key "finish-line" EO indicators that are appropriate across a range of GPs and contexts, e.g., businesses started or sustained over a certain period of time?

FROM INFORMED IMPLEMENTATION TO ‘HARMONIZATION’?

Value-added of common economic outcome (EO) gender gap/WEE indicators to operations (beneficiaries, client counterparts) and GPs?

- ❖ **How are EO/WEE indicators “doing” under implementation?** Next steps for WBG
 - ❖ Do they get revised or dropped? How often?
 - ❖ Do the ones that remain through completion have achievable targets? Why or why not?
 - ❖ Which ones are the most reliable and replicable (across operations, GPs, PGs, universal)?
- ❖ **What do indicators tell us about how well the project is designed – “what works” to close gender gaps in economic outcomes and/or increase women’s economic empowerment?**
 - ❖ How well can a quantitative indicator “find” that progress can be credited to the project?
 - ❖ Would qualitative assessment always need to complement the quantitative to show this– in ISRs/ICRs or some other reporting instrument?
 - ❖ Is mixed methods reporting sufficient, or do we ultimately need impact evaluation?
- ❖ **How do we go about harmonizing? Across units, operational business lines, GPs, PGs, regions, whole institutions, across institutions?** (start where is maximum technical grounding)



THANK YOU!

