

EIB GROUP GENDER ACTION PLAN

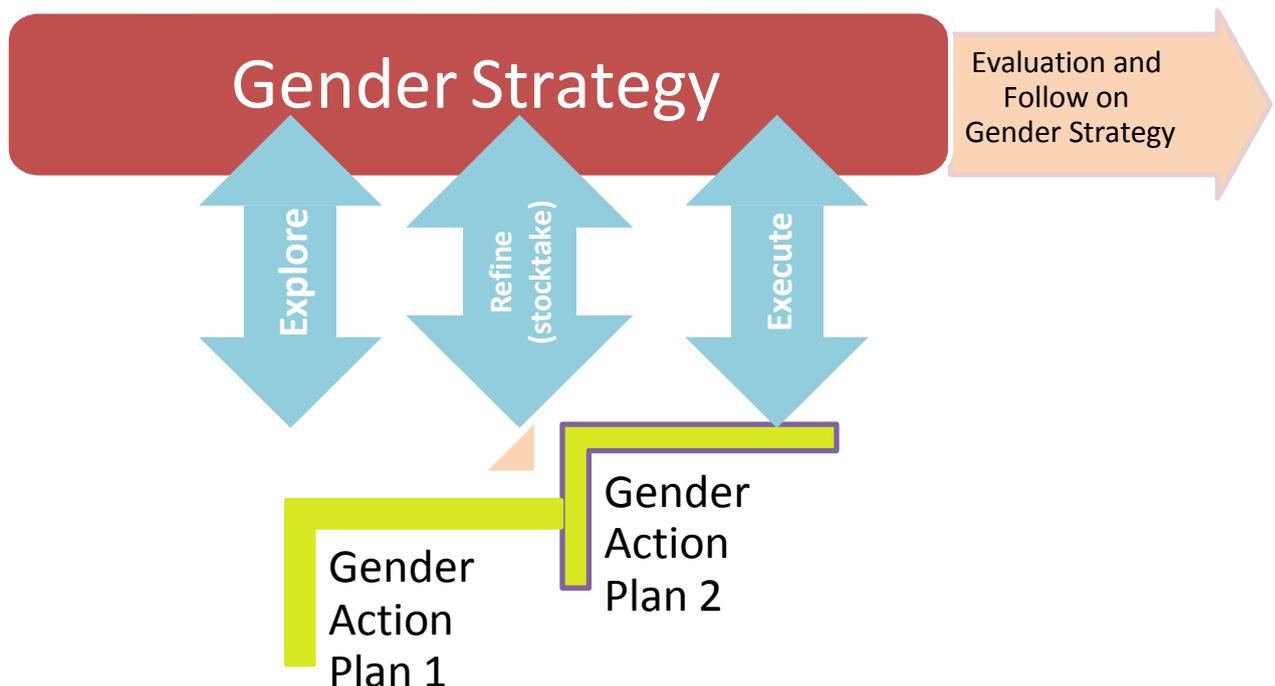
RATIONALE AND PHASING

The EIB Group’s vision is “that **the promotion of gender equality is to be embedded in its business model** - covering the Group’s lending, blending and advising work within and outside the EU”¹.

A phased approach will support the group in achieving its ambition. Its implementation will be iterative in nature, recognising that sustainable change occurs progressively. As such, a two-staged **Gender Action Plan** has been designed to guide and support the EIB Group in delivering on its vision.

The intention is that **by completion of GAP 1, the EIB Group will have developed its evidence base and capacity, and established the building blocks needed to embed a focus on gender equality within relevant operations; with a view to be building on existing successes and piloting new approaches by GAP 2.**

Diagram 1:



The design of **GAP 1** reflects the feedback received by the extensive internal and external consultation undertaken in 2017 and targets principal drivers of change and priority needs: learning, capacity building for EIB staff and clients, evidence gathering, piloting and further prioritisation of future actions. **GAP 2** will, in turn, focus on taking forward findings and building on lessons learned gathered under GAP 1, with a view to prioritise operations with a high potential for replicability, scalability and gender equality impact.

¹ P.4 EIB Group Strategy on gender Equality and women’s Economic Empowerment, December 2016.

The key elements of GAP 1 are outlined below. These focus on the achievement of specific objectives across four thematic pillars that mirror the Strategy's three-pronged rationale of Protect, Impact, Invest with a fourth pillar focussed on institutional developments. The latter aims to create an enabling organisational environment within which implementation of the Strategy can thrive.

GAP 1: PROTECT

Overall Strategy Objective: Gender specific impacts, vulnerabilities and barriers that women and girls face are considered and addressed across EIB activities, so as to minimise any harm that they may generate in EIB operations²

Rationale: Gender equality is a matter of human rights and, as an EU Body, the EIB Group abides by the Charter of Fundamental Rights. Worldwide, women and girls are overwhelmingly more exposed to gender based discrimination, risk and violence. Outside the EU, gender inequality is often aggravated by poverty, social norms, and discriminatory legal frameworks. Through compliance with its Social and Environmental Standards, the EIB ensures a human rights-responsive due diligence framework is applied to its operations. In this respect, and under the Protect pillar, **the EIB Group's long term objectives are to:**

- ❖ Ensure that the Group's due diligence framework is fit for purpose and thereby able to assess, prevent and mitigate potential impacts and risks to girls and women of EIB Group investments and to protect their rights;
- ❖ Equip EIB Group staff with the necessary capacity, guidance and tools for delivering gender sensitive due diligence of EIB Group investments;
- ❖ As relevant, support EIB Group clients and promoters to identify gender specific risks in the application of the Group's standards and devise tailored remedial measures for women and/or men as needed.

GAP 1 will prioritise the implementation of the **Protect** pillar. The EIB's well-established and robust due diligence framework lends itself well to the integration of gender aspects. Focussing early on Protect will ensure that the EIB Group is equipped to guarantee and uphold the rights of girls and women impacted by its projects. This will limit risks of discrimination and abuse. Delivering on the **Protect pillar** of the strategy through **GAP 1** will come with a primary focus on the non-EU space of EIB's work (application of the Standards will continue as currently triggered inside and outside the EU, in line with the provisions of the EIB Statement on Environmental and Social Principles and Standards). Activities will focus on the revision and update of existing material, on capacity building of relevant staff and on the identification of effective ways to raise awareness amongst clients. In parallel, the EIF will integrate gender considerations in its first ever ESG principles as a matter of priority.

² P.4 EIB Group Strategy on gender Equality and women's Economic Empowerment, December 2016.

By completion of GAP 1, the following will have been achieved on Protect:

The Group's due diligence framework has been made fit for purpose and able to assess, prevent and mitigate potential impacts and risks to girls and women of its investments and to protect their rights.

EIB staff have been equipped with the necessary capacity, guidance and tools for delivering gender-sensitive due diligence of EIB investments.

As relevant, EIB clients will be better aware of, and equipped to, identify gender specific risks, and hence to comply with the revised EIB due diligence framework.

GAP 1: IMPACT

Overall Strategy Objective: To promote the equal ability to access and utilise the assets, services, benefits and opportunities generated by EIB Group investments, regardless of sex, so as to maximise their positive impacts³.

Rationale: To contribute to an enabling environment for growth, the EIB Group finances many large projects worldwide, either directly or through equity. Evidence indicates that planning and designing projects with the different needs of women, men, girls and boys in mind makes for better and more sustainable operations. It increases access to, and use of, assets or services provided by investments, thereby increasing social returns. Moreover, the Group has a large and diverse client base. Diversity in the workforce and women's participation in corporate decision making can have significant influence on the performance of businesses. Companies with higher gender diversity are more likely to have higher financial returns. In this respect, and under the Impact pillar, **the EIB Group's long term objectives are:**

- ❖ To take into account in its design, implementation and monitoring the potential gender impact of its operations, thereby increasing social and economic returns on investment;
- ❖ To prioritise lead thematic areas to apply a gender focus to and so as to broaden its contribution to, and visibility on, gender equality;
- ❖ For an increasing number of EIB Group clients to be willing to implement means of increasing women's participation in corporate governance.

³ P.4 EIB Group Strategy on gender Equality and women's Economic Empowerment, December 2016

With regards to the **Impact pillar**, GAP 1 will prioritise 3 key areas, and ensure that regional specificities are developed and reflected in its implementation.

- ❖ Firstly, it will establish a robust evidence base and will probe approaches whilst developing the necessary support tools and material for staff to be equipped in taking this agenda forward. It will focus on the **non-EU space** to begin with, whilst improving its knowledge base in relation to entry points in the EU, considering its business model, leverage and client base.
- ❖ Secondly, it will identify EIB Group lead thematic priorities that lend themselves particularly well to promoting gender equality and have high potential for larger scale impact. These may include Climate Change, Economic Resilience and/or Infrastructure, depending on the business case established and its suitability.
- ❖ Thirdly, it will explore the business case for supporting gender equality through corporate governance and the role the EIB Group can play in supporting willing clients in this regard. **By completion of GAP 1, the following will have been achieved on Impact:**

Two lead thematic initiatives and associated pilot projects will have been identified for implementation over GAP 2.

The relevance of gender equality in corporate governance and its value to clients will have been established.

Tailored capacity building material to support sector staff will be readily available and gender analysis will be increasingly used.

Overall Strategy Objective: To identify investment opportunities and markets that increase women's participation, on equal terms, in the economy and labour market⁴.

Rationale: The Group's mandate is to contribute to sustainable and inclusive growth. However, overall women have unequal access to the labour market, to financial services, and to productive resources which they are also less likely to

⁴ P.4 EIB Group Strategy on gender Equality and women's Economic Empowerment, December 2016

control. They are also often less able to participate to their full economic potential due to caring responsibilities. Despite progress in some areas, the gender gap regarding economic participation and opportunity remains a reality worldwide; impacting negatively on growth globally and particularly so in those countries where such inequality persists. In this respect, and under the Invest pillar, **the EIB Group's long term objectives are to:**

- ❖ Reflecting regional priorities and identified entry points for the EIB Group, invest strategically in women's economic empowerment;
- ❖ Actively promote women's participation in the labour force under EIB Group investments;
- ❖ Invest strategically in the Care Economy.

Under the **Invest Pillar**, GAP 1 will focus on identifying priorities for the EIB Group with regards to targeted geographical region and instruments/mandates through which to invest in gender equality and women's economic empowerment. It will do so through gathering knowledge and good practice, and by carrying out diagnostics of peer institutions within and outside the EU. The Invest pillar will also seek to identify how the EIB can best contribute to an increase in women's participation in the labour force and where it can invest in the Care economy as a first step in increasing strategic investments in sectors that contribute to long term gender equality. **By completion of GAP 1, the following will have been achieved on Invest:**

The EIB will have established regional priorities for targeted investment on financial inclusion and female entrepreneurship.

Investment opportunities will be identified with the potential to increase women's participation in the labour force.

The potential for strategic investments will be identified in the care economy, and potential pilots will be ready for roll out under GAP 2.

Overall objective; the EIB creates an enabling institutional environment, conducive to achieving the Strategy's Vision.

Rationale: Evidence shows that the single most important factor to ensuring that any given strategy's implementation achieves impact is to ensure that the institutional culture and systems of the implementing organisation are fit for purpose.

Commitments and institutional ambition on gender equality need to be accompanied by strong leadership, improved coordination, effective procedures, capacity building, systems for tracking progress and measuring impact, adequate expertise, and sufficient financial and human resources. Such aspects are essential to fully operationalise an institutional vision, strategy and accompanying action plan on gender equality.

Through its **Institutional pillar**, GAP 1 will prioritise those critical elements well known to be essential in ensuring sustained success of an institutional gender strategy. These will lay the foundation of an enabling environment for staff to identify investments that contribute to gender equality, of a culture of continuous institutional learning and of increased alignment of operational systems with the objectives of the Gender Strategy. These elements will touch upon leadership, strong communication, capacity building, continuous learning, results measurement and accountability. **By completion of GAP 1, the following will have been achieved on Institutional:**

EIB Group leadership will be increasingly visible through its internal and external communication efforts.

The Group's knowledge base, capacity building and information management will have been strengthened and increasingly systematised, whilst resources and expertise will be increasingly available to staff.

A tailored and flexible approach to measuring gender specific results will be ready for adoption under GAP 2.

Partnerships, procedures and modalities to facilitate the GAP's implementation will have been explored and, where relevant, specific approaches will be ready for GAP 2.

ACCOUNTABILITY

The implementation of the measures set out in GAP 1 is the responsibility of the EIB and the EIF respectively, each for the areas they are in charge of. The detailed activities suggested in the table below are under consideration by the EIB Group, the phasing and prioritisation of which will be assessed in alignment with internal work plans. The EIB Group will be held accountable on delivery through (a) the measurement of results achieved on gender equality and women's economic empowerment and (b) the planned 2021 participatory and formative evaluation of the Strategy and GAP.

On **Results**: the Gender Strategy makes a commitment to develop "a system for ongoing sex disaggregated data collection, results measurement and monitoring, as appropriate"⁵. The long term vision is that the EIB is able to:

⁵ P.13 EIB Group Strategy on gender Equality and women's Economic Empowerment, December 2016

- Where appropriate, provide sex disaggregated data on final beneficiaries and on employment created and sustained. In some cases this will be estimated - appropriate methodologies will need to be developed, particularly for data-poor environments.
- Whenever possible and relevant, report gender-specific results⁶ of a particular operation. Reflecting the voluntary nature of Impact and Invest, this will be done where there is willingness on behalf of the client and/or where TA or other types of support is provided.

On Evaluation: for the 2021 Evaluation, the EIB Group will use a novel approach that is both participatory and formative. The services that have designed the Strategy and implemented its actions will assess relevance and performance with facilitation from the Banks's Operations Evaluation Division, the intention being that the process builds on learning that can inform future Gender Strategy/GAP revisions.

⁶ Results of specific operations that are deemed particularly relevant to gender quality and women's economic empowerment and/or of operations targeting gender equality and women's economic empowerment as a specific outcome.

Gender Action Plan 1

1. PROTECT/High level Impact: The rights of girls and women are protected in/through EIB investments ⁷		
EIB Group Strategy Objectives	Activities under Consideration for GAP 1 ⁸	Anticipated Achievements by conclusion of GAP 1
1.i EIB Group due diligence framework is fit for purpose and thereby able to assess, prevent and mitigate potential impacts and risks to girls and women of EIB-Group investments and to protect their rights	a) Revised EIB statement integrates commitments to protect the rights of women and girls through compliance with EIB Due Diligence, promoting gender equality as a key social benefit and ingredient of social wellbeing/social cohesion	Revised EIB statement integrates commitments to protect the rights of women and girls through compliance with EIB Due Diligence, promoting gender equality as a key social benefit and ingredient of social wellbeing/social cohesion
	b) Assess the effectiveness to date of EIB's social due diligence framework in identifying and mitigating gender specific risks through its application of EIB standards	EIB E&S Standards effectively highlight gender specific impacts and risks and articulate requirements for respective mitigation strategies to limit any risks of harm being done to girls and women through EIB investments
	c) Update the EIB Environmental and Social Standards to ensure that due attention to gender specific impacts, risks and related mitigation strategies is integrated in each standard	EIB due diligence framework effectively outlines systems and procedures for the EIB to assess and address gender specific risks under each standard and to identify mitigation strategies to limit any risks of harm being done to girls and women through EIB investments
	d) Revise the EIB procedures and systems to ensure that EIB due diligence is duly factoring in the consideration of gender specific impacts and risks and identifies respective mitigation strategies that limit the risk of any harm occurring to girls and women through EIB investments and that protect their rights	EIB Management and BoD approval of the Fund's ESG principles, carrying mention of gender aspects as part of the EIF wider commitment to ESG
	e) EIF develops and approves its Environmental, Social and Governance (ESG) principles, embodying the Fund's high-level commitments to non-discrimination, equality and human rights, including gender aspects	

⁷ By considering and addressing gender specific impacts, vulnerabilities and barriers that women and girls may face as a result of EIB operations.

⁸ Activities suggested herein are under consideration by the EIB Group. The detailed phasing and prioritisation will be assessed in alignment with internal workplans

	f) Development and implementation of a due diligence questionnaire to detect ESG-related impacts and risks for new transactions in EIF's portfolio, integrating elements pertaining to gender aspects	Gender specific impacts and risks are being identified and assessed in EIF new transactions as part of the wider ESD risk assessment within the Fund's due diligence process
	g) Integrate elements on gender related impacts and risks in ongoing training programme on E&S due diligence	Revised training programme for EIB staff integrates gender dimension in social due diligence
	h) Develop short standalone training module on the implications of the gender strategy for environmental, social and climate due diligence work	
1.ii EIB staff is equipped with the necessary capacity, guidance and tools for delivering gender-sensitive due diligence through/in EIB investments	i) Integrate a gender-sensitive approach in existing EIB due diligence guidance and processes; where necessary, complement with dedicated tools so as to support the emergence of EIB's gender-sensitive screening, appraisal and monitoring practices	Gender guidelines and procedures are developed and integrated in due diligence obligations of the Bank along the full project cycle Environmental and Social due diligence framework includes practical guidance on assessing and mitigating gender risks across several focussed due diligence areas
	j) Identify the nexus between gender and fragility/conflict, including the specific risks to women in girls in fragile and conflict affected environments, and provide tailored training for EIB staff undertaking social due diligence	Gender impacts and risks that are specific to fragile and conflict affected environments are highlighted in EIB due diligence material, as are possible mitigating/remedial action in such contexts
	k) Gather examples of good practice and of other peer institution approaches, make them available and regularly update them for easy access by staff	EIB Intranet provides access to relevant and practical information and online resources to help staff carry out due diligence that is gender sensitive
	l) Add related tools and sources of support/information on gender and social due-diligence on dedicated intranet webpage	

	m) Internal stocktaking identifies and showcases good practice examples of existing clients and transactions already carrying a gender lens in their due diligence	Baseline of current practice in EIB portfolio is established, best practice examples stemming from EIB clients are identified. Progress against it is monitored on an ongoing basis
1.iii As relevant, EIB clients and promoters identify gender-specific risks in the application of the EIB standards and devise tailored remedial measures for women and/or men as needed	n) Identify the best means to engage promoters, and begin to prepare and integrate gender considerations into existing promotional and learning material (hard and soft) on the Bank's E&S standards	Relevant promotional/information/communication/learning materials appropriately reflect a mainstreamed attention to gender considerations and elements.
	o) Disseminate communication material to promoters accordingly	
	p) Support EIB staff with best practice examples that help them engage with promoters on aspects related to gender as part of wider E&S due diligence	
	q) Routinely in the course of due diligence and as relevant throughout the project cycle, staff raise awareness amongst promoters/clients on the importance of the rights of women and girls in EIB social due diligence	EIB investments effectively apply a gender lens in due diligence mitigating against gender risks as needed
	r) Use existing available Technical Assistance flows to improve the capacity of promoters in better addressing gender impacts and risks	Increasing number of best practice examples stemming from EIB clients is pooled, where recorded during appraisal and monitoring EIB projects generate learning for EIB staff with regards to social due diligence and the protection of women's and girls' rights

2. IMPACT/High level Impact – Female and male beneficiaries are equally able to access and utilise the assets, services, benefits and opportunities generated by EIB investments. Positive impacts are thereby maximised		
EIB Group Strategy Objectives	Activities under Consideration for GAP 1	Anticipated Achievements by conclusion of GAP 1
2.i The EIB Group takes the potential gender impact into account in the design, implementation and monitoring of its operations, thereby increasing social and economic returns on investment	a) Review relevant EU and national policy and legislation and carry out an EU focussed peer benchmarking exercise to gather good practice and learning on the integration of gender in EU private and public investments	An EU tailored approach, that fits the EIB business model and aligns itself with EU policy and legislation, is developed for the EIB in its work with willing and interested promoters towards incorporating a gender perspective in the design, implementation, operation and monitoring of projects during GAP 2 Learning/best practice from non-EU regions is reflected and applied in a number of EIB pilot projects in non-EU regions, either directly or in dialogue with another leading financial institution
	b) Review relevant practice by other MDBs, IFIs, peer institutions and when relevant sample national policy and legislation in countries from non- EU regions in order to gather best practice and learning on the integration of gender in private and public investments	
	c) Provide access to, or undertake, gender analysis suited to EIB’s sectors of activity that informs project design with a gender lens	Credible gender analysis is being piloted in country analysis, where available, and in appraisal processes, as relevant, initially in non-EU regions
	d) Identify, showcase and disseminate good and relevant practice that demonstrates practical implementation	Capacity building materials that contribute to improved integration of gender across EIB operations are produced and disseminated
	e) In line with the capacity building programme set out in the 4th/Institutional Pillar, outline existing guidelines and resources, adapt these as needed and/or develop supplementary material	
	f) The EIF documents good practice operations, which have a strong potential for embedding gender and for achieving gender equality outcomes	
		EIF is able to share case studies of good practice on achieving gender related outcomes, and gender is further embedded in micro finance and social impact facilities

		of the EIF
2.ii The EIB prioritises key thematic investments to apply a gender focus to	g) Studies are undertaken to identify the most suitable lead thematic area(s) for the EIB in which to prioritise the integration of a gender focus. These are intended to have high impact potential	Study identifies clear entry points for the EIB in thematic areas, including means of improving the impact of investments in those areas
	h) Produce and disseminate guidance, toolbox and value proposition attached to two lead thematic initiatives	Guidance is produced and disseminated to staff on the value added of a gender lens to the selected thematic areas and entry points in this regard
	i) Identify pilot projects under the two selected thematic initiatives.	Two thematic initiatives and associated pilot projects are identified, to be operationalised during GAP 2
2.iii An increasing number of EIB clients is willing to promote gender equality measures in corporate governance	j) Review the business case on the relevance of gender equality in corporate governance to improved business outcomes	A suitable approach, which targets the relevance of gender equality in corporate governance and sets out the value to clients is agreed and ready to be promoted amongst willing clients under GAP 2, as relevant. Types of advisory services and tools to assist clients in gender equality efforts in their corporate governance/human resources have been considered and inform the approach to be used under GAP 2
	k) Through EIB existing documentation, third party sources and secondary data, identify corporates, including EIB Group clients having a corporate gender strategy and showcase these internally, alongside examples of industry good practice	
	l) Identify schemes and industry best practices, incl. of EIB Group clients, targeting corporate gender equality that may be fit for purpose for use with willing clients under the EIB business model and that could also be considered for adoption by the Group	
	m) Identify advisory services and tools (as per 4 v)	
	n) Develop a business case that builds staff capacity and helps them establish the business case for gender equality under clients' corporate governance/human resources frameworks	

3. INVEST/High Level Impact - EIB investments increase women's participation, on equal terms, in the economy and labour market		
EIB Group Strategy Objectives	Activities under Consideration for GAP 1	Anticipated Achievements by conclusion of GAP 1
<i>Invest – “Support the promotion of financial inclusion and female entrepreneurship”</i>		
<p>3.i The EIB-Group establishes its intended priorities in terms of medium and long term action under the Invest pillar with regard to:</p> <ul style="list-style-type: none"> - targeted regions - targeted instruments/mandates - phasing 	<p>a) Map FIs and IFIs (incl. EU NPBs, commercial banks, private equity funds) activities addressing: retail/financial inclusion; banking products and services for female entrepreneurs; state of play in women-oriented business incubators and accelerators; gender in operations. Identify areas for business development suited to the different parts of the EIB Group</p>	<p>Diagnostic on FIs' and IFIs' (incl. EU NPBs, commercial banks, private equity funds) gender related activity is produced; best practice amongst peers is established and considered against the Bank's business model. Awareness within the Bank is raised. Prioritisation of action in this domain by the Bank is established</p> <p>Gender activity in the EIB portfolio to date is assessed; the institution's comparative advantage in going forward is established</p>
	<p>b) Complementing the mapping of FIs and IFIS, undertake an EU and non-EU sample mapping that gathers good practice on how public/state institutions apply a gender lens vis-à-vis financial inclusion and entrepreneurship (legislative framework, existing programmes, etc.)</p>	
	<p>c) Undertake sector-wide studies related to access to finance and gender , specifically:</p> <ul style="list-style-type: none"> ▪ Digital economy and innovation/gender dimensions in the digitalization of SMEs and industry ▪ Enhancing access to finance conditions for female-owned entrepreneurs in the high-tech sectors/innovation economy ▪ Promotion of female entrepreneurship in the R&D and high-tech innovation sectors ▪ Improving gender balance in Sciences, Technology, Engineering and Mathematics (STEM) 	<p>The Bank's capacity to originate projects promoting female entrepreneurship, financial/digital inclusion for women, and the promotion of gender balance in STEM is defined and embarked upon in prioritised geographical areas</p>
	<p>d) Joint development and identification of wider eligibility criteria, if and as needed, for the Bank's EU lending activities to serve more comprehensively financial inclusion for women and female entrepreneurship</p>	<p>Eligibility criteria are widened, if and as necessary, in order to enable opportunities for the Bank to better support transactions promoting financial inclusion for women and female entrepreneurship</p>

	e) EIF is committed to support transactions with a specific focus on benefitting women in the context of specific mandates	EIF will have achieved impact on the economic empowerment of female entrepreneurs (numbers and geographical reach)
<i>Invest – “Increase women’s participation in the labour market”</i>		
3.ii Women’s participation in the labour force is actively promoted under EIB investments	f) Map and showcase evidence of good practice on achieving gender equality results in job creation, incl. establishing sectors eligible and suitable for EIB financing that are more likely to increase women’s participation in the labour force, so as to best support clients adequately address and promote female employment	Actively seek, identify and highlight those investment opportunities under the EIB Operational Plan, Public Policy Goals and lending sectors with the potential of generating momentum around increasing women’s participation in the labour force
	g) Identify in the EIB portfolio projects to date with increased potential for women’s participation in the labour market	
<i>Invest – “Support social infrastructure and the care economy”</i>		
3.iii EIB invests strategically in care infrastructure	h) Assess gender impact of the EIB investment portfolio in care infrastructure to date: take stock of level of investment/number of projects/available products in care infrastructure	Level of current lending in care infrastructure, correlated to gender impact, is assessed.
	i) Map activity by other DFIs/IFIs in this domain, incl. prioritisation of sub-sectors, modalities and eligibilities used and incentives offered to clients	Barriers to EIB activity in this sector are identified and worked upon so as to further support investment in the sector
	j) Establish current internal barriers to investments in the care sector and identify solutions for increased EIB contribution to these (sub-)sectors.	Pilots for GAP 2 are established

4. INSTITUTIONAL FOUNDATION/high level impact – The EIB creates an enabling institutional environment gender equality to be embedded in its business model, covering the group’s lending, blending and advising activities within and outside the EU		
EIB Group Strategy Objectives	Activities under Consideration for GAP 1	Anticipated Achievements by conclusion of GAP 1
4.i The EIB Group communicates effectively, and displays leadership, both externally and internally, on the relevance of gender equality to its lending, blending and advising operations	a) Develop an internal and an external EIB Group Gender Communication Plan	Internal and external EIB Group Gender Communication Plans are developed and implemented accordingly, and they include reporting on gender results across standard EIB and EIF reporting Gender equality is increasingly mentioned in external communications by the EIB, including high level speeches, and it hosts events where gender equality is a central theme EIB Group staff are increasingly aware of the added value of addressing gender inequality through EIB investments
	b) Publish and disseminate the EIB Group Strategy on Gender Quality and Women’s Economic Empowerment and GAP to all staff	
	c) Periodically invite high level influential experts, peer institutions, internal and external technical experts, and other relevant staff to share experiences and hold working sessions on gender equality	
	d) Provide external visibility and leadership to the EIB Gender Equality commitments by senior management championing the Strategy and associated Gender Action Plan, highlighting them in high level speeches, articles, letters, press briefings, communications on new corporate initiatives/strategies and other relevant opportunities	
4.ii Strategic institutional partnerships are identified, established and promoted, thereby increasing EIB-Group’s visibility, leadership and capacity in this domain	e) Undertake a mapping of potential EU and non-EU partners for the EIB-Group in terms of capacity building, strategic leadership, complementarity, due diligence requirements, relevance and investment/project opportunities	Priority criteria for the identification of strategic partnerships, including purpose of potential partnerships, are established and a mapping is undertaken accordingly
	f) Engage in targeted and carefully prioritised partnership agreements with selected partners that support key initiatives, that provide complementarity and to develop shared/blended initiatives	Strategic partnerships are identified as relevant
	g) Effective membership gained by the EIB in key relevant networks and groups	EIB is an active and valued member of key relevant networks

Capacity Building & Knowledge Base & Continuous Learning		
4.iii EIB has an accessible and robust evidence base it can readily pull on to inform investment decisions and programme design	h) Undertake an assessment of the EIB's current investment portfolio in EU and non-EU regions, including TA, Trust Funds, blended instruments etc. relating to the gender strategy	Study undertaken, establishes a baseline of EIB activity and knowledge and identifies good practice and lessons learnt,
	i) Review and share good practice with relevant staff and through the active dissemination of case studies, PCRs, monitoring reports and evaluations of EIB projects	Good practice is readily shared, accessible and accessed by EIB staff
	j) Develop an intranet repository of EU and non-EU best practice, evidence, data and resources that is regularly updated and easily accessible by staff	
4.iv EIB staff understand the value for the EIB of addressing gender inequality through its investments, and are equipped with the appropriate expertise, resources, tools, guidance, support and skills as relevant to their roles	k) Develop a capacity building programme that addresses staff including senior management	Targeted capacity building training programme is underway and feedback is positive.
Enabling Operational Modalities		
4.v Modalities are available to the EIB Group to embed gender equality in their investments and to support targeted actions on women's economic empowerment	l) Explore and map the availability, accessibility and use of advisory services and technical assistance (TA) towards supporting EIB operations that seek to improve gender equality and the use of gender analysis	Advisory services and technical assistance that seek to improve gender equality and the use of gender analysis are, to the extent possible, available and ready for roll out under GAP 2
	m) Identify what changes, if any, to operating process or procedures, and/or what additional or new instruments might be needed to better support the Gender Strategy's implementation	Any necessary procedural changes (including the need for new instruments) have been carefully considered for implementation in GAP 2
	n) Identify advisory services and technical assistance products and mechanisms,	At its outset, GAP 2 has ready to launch

	including potential bespoke instruments and blended funds to support projects with high gender impact potential, clients seeking to improve gender equality in corporate governance/workforce and to pilot lead thematic initiatives	instruments, including advisory services, TA products and blended partnerships that will support the operationalisation of the Gender Strategy
	o) Explore a possible gender component in new mandates wherever deemed appropriate to increase EIF's support for gender specific initiatives	Work towards exploring new mandates for EIF in the new MFF with a specific focus on gender equality and women's economic empowerment is progressing
	p) Consider a new mandate proposal for the EIF focussing on female entrepreneurship	
	q) Explore the possibility of developing under the EIF IV Pillar an initiative aiming at gender equality and crowding in private investors– by Q4 2019 and ongoing	
4.vi Impact of the EIB Group lending, blending and advising on gender equality and women's empowerment is tracked, measured and reported	r) Review what MDBs, European Financial Institutions, private sector firms and other relevant institutions are doing on tracking results and the impact of operations on gender equality, and women's economic empowerment	The Bank's proposed approach to results measurement reflects good practice and lessons learnt from across its peer institutions and client base
	s) For certain types of EIB operations and mandates assess the Bank's current approach for tracking sex disaggregated results and specific gender equality outcomes	A clear understanding of the requirements, limitations and possibilities of the existing EIB approach to capture gender specific results and sex disaggregated data
	t) Explore and test methodologies and indicators to track sex disaggregated and gender-specific results on a pilot basis, in selected projects	Projects piloting the approach generate learning of relevance to the Bank's intention of improving its measurement of gender specific results
	u) Agree on an approach to tracking sex disaggregated results and to measuring gender specific results of relevant EIB operations	A tailored and flexible approach to measuring gender specific results - reflecting the findings of the pilots, studies undertaken during GAP 1 and EIB gender priorities - is adopted for further refinement during GAP 2
	v) For EIF, develop indicators to measure and monitor gender equality and women's economic empowerment in EIF operations, and include indicators in the overall impact measurement system of operations	Reporting of gender disaggregated data is part of the overall impact assessment of EIF operations.

<p>4.vii All four pillars (Protect, Impact, Invest, Institutional) of the strategy are set up in a way that ensures they are measurable and accountable</p>	<p>w) A separate “evaluability assessment” of each pillar is carried out in the spirit of a participatory and formative evaluation</p> <p>x) Recommendations made by the evaluability assessment are included in the GAP 1</p>	<p>Each pillar of the strategy is fit to be evaluated and monitored</p>
<p>4.viii A participatory and formative evaluation of the EIB’s Strategy assesses the relevance & performance of the GAP in achieving its objectives on gender equality and women’s economic empowerment</p>	<p>y) EIB’s Evaluation Division includes the evaluation of the EIB Group Strategy on Gender Equality and Women’s Economic Empowerment in its work plan</p>	<p>EV and services have included a reference to the EIB Group Strategy evaluation anticipated for 2021 in their respective work plans</p>