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GENDER LINKS
FOR EQUALITY AND JUSTICE

Gender Integration Reflection Report Gates Foundation Africa Team

June 2022- March 2025

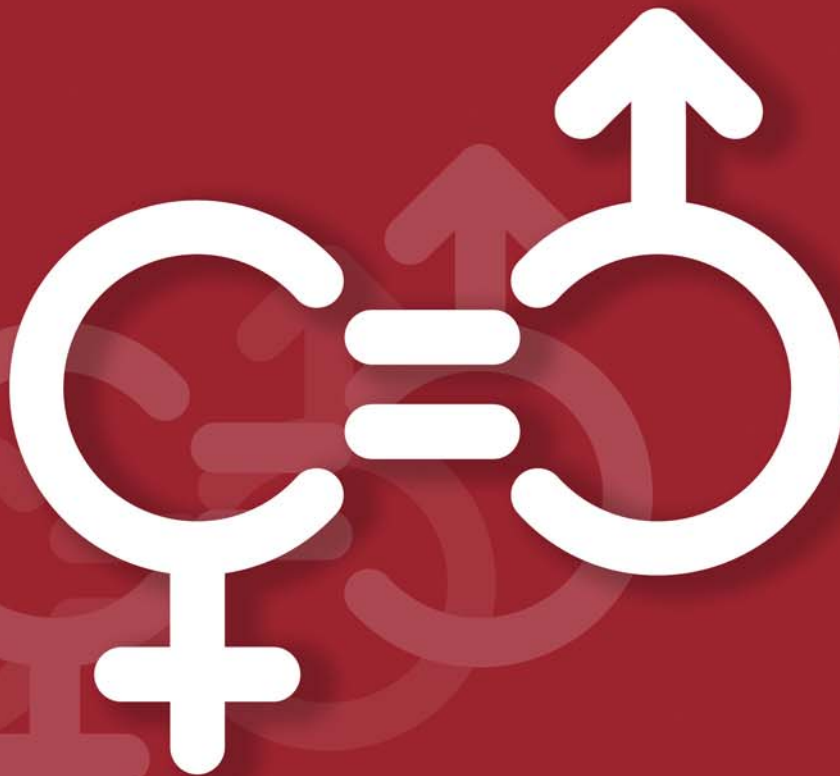


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Acronyms

ALC	Action Learning Community
APHRC	African Population and Health Research Center
ARC	Africa Resource Centre
GF	Gates Foundation
CIPS	Chartered Institute of Procurement and Supply
ECO	Ethiopia Country Office
GEDI	Gender Equality, Diversity, and Inclusion
GL	Gender Links
HPA	Health Procurement Africa
IO	Investment Owner
INV	Investment
KII	Key Informant Interviews
MLE	Monitoring Learning and Evaluation
MNCH	Maternal, Newborn, and Child Health
NBE	National Bank of Ethiopia
NCO	Nigeria Country Office
NEWFin	Network of Ethiopia's Women in Finance
OGS	Organisation Gender Scorecard
PGA	Portfolio Gender Assessment
PHC	Primary Health Care
PO	Program Officer
PST	Program Strategy Team
SARIMA	Southern African Research and Innovation Management Association
SPO	Senior Program Officer
TA	Technical Assistance
JSI	John Snow Incorporated (Research & Training Institute)

| Executive Summary



This report on Gender Integration (GI) in the Gates Foundation (GF) Africa Office from **June 2022 to March 2025** is both a report on the services provided by Gender Links (GL) and a reflection on an epic journey. The report takes stock of progress made and recommends more innovative approaches in the future. The GF Africa team engaged the services of GL, an African firm, to provide GI services at the time it set a target to achieve 100% utilisation of the Gender Marker (GM) in programmatic investments, with 70% being gender intentional or transformative by 2030. The report draws on quantitative and qualitative methods to understand measurable outcomes. These include the **tracker** designed by GL for reporting on investment advice, **AI tools** to compare draft and final investment proposals, a **survey** administered to foundation staff and grantees, **key informant interviews** and three in-depth **case studies**.

Key insights gained, around which this report is organised, include:

1. **Champions:** Through leadership and networks, the Africa team has created a strong enabling environment or “ecosystem” for gender mainstreaming.
2. **Tools:** Despite its limitations, the Gender Marker is a useful tool for promoting GI now in full use by the Africa team. However, the majority of grantees (those who implement investments) are not aware of the GM. GL popularised a new “three-way” approach to using the GM that starts earlier and engages the Investment Owner (IO), grantee and technical assistance (TA) in an iterative process, which results in more transformative change. GI needs to begin even earlier, at the level of strategies and Bodies of Work (BOW).
3. **Targets:** In 2024, IOs marked 75% of Africa investments (by value) as gender intentional



or transformative. This trend needs to be sustained, and targets reviewed to move further along the transformation path.

4. **Programme delivery and impact:** An analysis of investments before and after technical assistance shows substantial changes ranging from design to the results framework (including the use of sex-disaggregated indicators), provision for gender experts, and gender budgeting. Although outcome harvesting is still in its infancy, case studies illustrate the impact on the ground - to laws, financial services, health delivery and approaches to investment, among others. Key additional measures are required to build gender into reporting, tracking and outcome harvesting.
5. **Linking and learning:** There is a need and appetite for gender training among grantees. Efforts to create a vibrant gender community of practice have, however, not taken off except among Supply Chain grantees. The Action Learning Community created by Supply Chain Grantees with the encouragement of their IO and support from GL is one of the most promising for sustainability.

Each section of the report contains specific **recommendations**. Key overarching recommendations include:

1. Creating a **Gender Management Approach** with champions and focal contact persons that are responsible for GI as a KPIs at individual and team level.
2. Creating a dynamic **GI Africa Connect** technical assistance hub based on peer learning and sharing with flexible external support.
3. **Systematic and inspirational follow-up to GI in investments**, especially those marked as gender transformative, to assess and share impact in visible and interactive ways that celebrate success; motivate staff and grantees.