

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

# **GENDER ACTION PLAN FOR OPERATIONS 2017-2019**

**GENDER AND DIVERSITY DIVISION**

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## **ABBREVIATIONS**

CDC	Country Development Challenges document
CDR	Country Development Results
COF	Country Office
CRF	Corporate Results Framework 2016-2019
CS	Country Strategy
CSD	Climate Change and Sustainable Development Sector
CSD/CCS	Climate Change and Sustainability Division
CSD/HUD	Housing and Urban Development Division
CSD/RND	Environment, Rural Development & Disaster Risk Management Division
CSO	Civil Society Organization
DEM	Development Effectiveness Matrix
EDGE	Economic Dividend for Gender Equality
EFS	External Feedback System
ERM	Eligibility Review Meetings
EXR	Office of External Relations
GAP	Gender Action Plan for Operations
GRR	Gender-Related Result
ICRW	International Center for Research on Women
IDB	Inter-American Development Bank
IFD	Institutions for Development Sector
IFD/CMF	Connectivity Markets and Finance Division
IFD/CTI	Competitiveness Technology and Innovation Division
IFD/FMM	Fiscal Management Division
IFD/ICS	Innovation in Citizen Services Division
IIC	Inter-American Investment Corporation
INE	Infrastructure and Energy Sector
INE/ENE	Energy Division
INE/TSP	Transport Division
INE/WSA	Water and Sanitation Division
INT	Integration and Trade Sector
IPWG	Inter-Departmental Gender Policy Working Group
KNL	Knowledge and Learning Sector
LAC	Latin America and the Caribbean
MIF	Multilateral Investment Fund
NGO	Non-Governmental Organization
OI	Operational Input
OP	Overview Paper

OPC	Operations Policy Committee
ORP	Office of Outreach and Partnerships
PCR	Project Completion Report
PCY	Office of the Presidency
PEC	Policy and Evaluation Committee
PMR	Project Monitoring Report
PROLID	Women's Leadership and Representation Initiative
QRR	Quality and Risk Review
RES	Department of Research and Chief Economist
RPD	Regional Policy Dialogue
SCL	Social Sector
SCL/EDU	Education Division
SCL/LMK	Labor Markets Division
SCL/GDI	Gender and Diversity Division
SCL/SPH	Social Protection and Health Division
SFD	Sector Framework Document
SG	Sovereign Guarantee
SMEs	Small and Medium Enterprises
SPD	Office of Strategic Planning and Development Effectiveness
SPD/SDV	Strategic Development Effectiveness Division
STEM	Science Technology Engineering and Mathematics
TC	Technical Cooperation Project
UIS	Update to the Institutional Strategy 2016-2020
VAW	Violence Against Women
VAWG	Violence Against Women and Girls
VPC	Vice-Presidency for Countries
VPS	Vice-Presidency for Sectors and Knowledge
VPS/ESG	Environmental and Social Safeguards Unit
weB	Women Entrepreneurship Banking
WEF	World Economic Forum
WEP	Women's Empowerment Principles

## I. INTRODUCTION AND BACKGROUND

- 1.1 The Inter-American Development Bank (the IDB or the Bank) is committed to improving the lives of women and men and to advancing gender equality across Latin America and the Caribbean (the Region or LAC). This commitment is clearly articulated in key institutional policies and strategies. First, the IDB's Operational Policy on Gender Equality in Development (the Gender Policy, [OP-761](#)) seeks to improve the Bank's ability to support its member countries' goals and commitments to gender equality and women's empowerment. The Gender Policy commits the Bank to pursue two lines of action:
- a. **Proactive action**<sup>1</sup>
    - Promote gender equality and women's empowerment through the Bank's interventions, with emphasis on loan operations given their importance for the institution (gender mainstreaming).
    - Seek opportunities to support financial operations whose primary objectives are to encourage gender equality or women's empowerment (direct investment).
  - b. **Preventive action**
    - Prevent or mitigate adverse impacts and the risk of gender-based exclusion in IDB operations (gender safeguards).
- 1.2 More recently, the Bank's Update to the Institutional Strategy 2016-2020 (UIS, [AB-3008](#)) prominently positioned "gender equality and diversity" as one of the institution's three cross-cutting themes. The updated Corporate Results Framework 2016-2019 (CRF, [GN-2727-6](#)) complements the UIS with the inclusion of a broad set of indicators to help improve the measurement of the Bank's contribution to gender equality.
- 1.3 The Gender Policy calls for the development of periodic action plans in order to ensure that the policy is applied. The Gender Action Plan for Operations (GAP) is a Bank-wide instrument that aims to operationalize the policy mandates and to ensure progress associated with its monitoring indicators; responsibility for its implementation and results is shared across the departments and divisions of the Bank and the Multilateral Investment Fund (MIF). The first two GAPs were prepared for the periods of 2011-2013 and 2014-2016.
- 1.4 A fundamental goal associated with both the Gender Policy and the GAP is to change the DNA of the IDB so that gender equality and women's empowerment become an integral part of the operations and analytical work it supports. Certainly, the Bank has come a long way in this regard. This is clearly demonstrated by the Bank's "100% Committed to Gender Equality Campaign" (see ¶2.19(i)), which will clearly communicate that the Bank's work on gender equality is being implemented broadly across sectors and championed at the highest levels of the Bank's Administration. This institutional commitment is

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<sup>1</sup> Most of the Bank's proactive action to promote gender equality and women's empowerment will be undertaken through the gender mainstreaming approach outlined in the Gender Policy.

underpinned by the measurable progress already achieved across the areas of action of the Gender Action Plan, 2014-2016 (see the following section for details).

- 1.5 The GAP 2017-2019 will give continuity to the principal areas of action of the GAP 2014-2016, given their continued relevance and importance to the successful implementation of the Gender Policy. At the same time, the new GAP introduces several adjustments aimed at facilitating progress in areas where progress has been more modest and addressing challenges identified during the past three-year period. The GAP 2017-2019 is complemented by an update of the Gender and Diversity Sector Framework Document (SFD); the SFD is a strategic document that establishes operational and analytical priorities based on a diagnostic of existing development challenges in the LAC region and the current evidence on how to best address these challenges.<sup>2</sup>
- 1.6 The Bank will coordinate with the Inter-American Investment Corporation (IIC) to maximize synergies between the actions proposed in the GAP and the IIC's work to promote gender equality (see ¶ 6.4).<sup>3</sup>

#### **A. GAP 2014-2016 ACCOMPLISHMENTS AND LESSONS LEARNED**

- 1.7 In May 2017, the Gender and Diversity Division (SCL/GDI) presented the main findings and recommendations of the [Three-Year Progress Report on the Implementation of the Operational Policy for Gender Equality in Development and the Gender Action Plan for Operations, 2014-2016](#) (henceforth the 2014-2016 Progress Report) to the Policy and Evaluation Committee (PEC) of the IDB's Board of Executive Directors. An important input for this report was the *External Assessment of the Implementation of the Gender Policy and the GAP 2014-2016*, which was prepared by the International Center for Research on Women (ICRW) (henceforth, the External Assessment).<sup>4</sup> The recommendations contained in the 2014-2016 Progress Report, along with the comments from members of the IDB's Board of Executive Directors and Senior Management, serve as the basis for the objectives and activities of the GAP 2017-2019. The main comments received from the Board of Executive Directors, and the way that they have been included in this new GAP are summarized in Annex I.
- 1.8 The following is a summary of the main accomplishments identified in the 2014-2016 Progress Report.
- 1.9 The IDB made significant improvements integrating a focus on gender equality into its lending operations. For example, the percentage of Sovereign Guarantee (SG) loans that included gender-related results (GRRs)<sup>5</sup> in their results matrices at

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<sup>2</sup> The updated Gender and Diversity SFD will be discussed by the Policy and Evaluation Committee (PEC) of the IDB's Board of Executive Directors on October 12.

<sup>3</sup> The IIC is currently preparing a gender action plan that delineates how gender equality issues will be integrated into the priority sectors outlined in the IIC Business Plan 2017-2019.

<sup>4</sup> Gammage S., Alvarado, G. and Sultana, N. (2017) Assessment Report of the Implementation of the IDB Operational Policy on Gender and Equality in Development and Gender Action Plan for Operations, 2014-2016, International Center for Research on Women (ICRW).

<sup>5</sup> A GRR is defined as an output, outcome, or impact that contributes to gender equality or women's empowerment.

entry<sup>6</sup> increased from 21% in the 2011-2013 period to 41% in 2014-2016. Also, the 2014-2016 Progress Report reported that the percentage of loans with GRRs, that also included gender analysis and actions,<sup>7</sup> went up from 13% in 2011-2013 to 63% in 2014-2016 (which represents 25% of all SG loans approved). The External Assessment found that the setting of annual targets among VPS operational divisions and the provision of direct technical assistance from staff and consultants with gender expertise were the two factors that most contributed to this progress.

- 1.10 Several innovative initiatives have been mainstreamed into the lending operations supported by the Bank. For example, the Transport Division (INE/TSP) is piloting initiatives in rural roads improvement projects in three countries (Bolivia, Nicaragua and Paraguay)<sup>8</sup> to facilitate greater economic opportunities for women in the sector through incentives for contractors to train and hire women in jobs traditionally performed by men. Another example, led by the Social Protection and Health Division (SCL/SPH), involves support for the National Integrated System of Care in Uruguay (UR-L1110) to foster shared responsibility for care services between the state and women and men in families, by improving the quality of care facilities and services and training fathers to more actively engage in child care.
- 1.11 Progress has also been made in the inclusion of GRRs and sex-disaggregated beneficiary indicators in the Bank's monitoring instruments: Progress Monitoring Reports (PMR) and Project Completion Reports (PCRs).<sup>9</sup> In 2016, 72% (122 out of 169) of projects that included GRRs or sex-disaggregated indicators in their original design were tracking at least one of these indicators in their PMRs. This reflects a substantial improvement over the 20% reported for 2013, as well as a steady increase from 64% in 2014 and 67% in 2015.
- 1.12 With regards to PCRs, only one of the 22 projects that presented PCRs in the 2014-2016 period<sup>10</sup> included GRRs in its results matrix –in the design phase– and, in turn, reported on these results in the PCR; there is, therefore, little we can say about the achievement of GRRs established at entry from PCRs; PCRs in coming years will be much more useful in this regard.<sup>11</sup>
- 1.13 The IDB increased the volume of direct investments in gender equality and women's empowerment between the two GAP periods, going from US\$91.8 million in 2011-2013 to US\$202.5 million in the 2014-2016 period; this increase is largely

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<sup>6</sup> This is one of the Gender Policy monitoring indicators. This analysis tracks the inclusion of GRRs in project results matrices, which aim to measure the narrowing of a gender gap; improvements in women's (or men's) access, opportunities, conditions, or position; or the development of new knowledge, instruments or policies associated with the promotion of gender equality.

<sup>7</sup> The GAP 2014-2016 used this indicator as a measure of the quality of gender mainstreaming at project entry. SCL/GDI has measured this indicator annually for several years. In the GAP 2017-2019, this indicator will be replaced with the "% of all SG loans that are strategically aligned with gender"; the new indicator captures the same concepts (gender analysis, actions and indicators), but it will be integrated into the Development Effectiveness Matrix (DEM) and not based on an annual review by SCL/GDI (see the Results Matrix).

<sup>8</sup> The loans supporting this initiative are BO-L1102, NI-L1092, NI-L1097, PR-L1084, and PR-L1092.

<sup>9</sup> The Gender Policy calls for monitoring of the PMRs and PCRs of loans that include specific GRRs in their results matrix.

<sup>10</sup> These projects were approved between 2009 and 2012.

<sup>11</sup> It is also worth noting that there were three other projects that reported on GRRs in their PCRs even though they had not included them in design.



associated with three new loans. The development of innovative flagship projects (e.g. *Ciudad Mujer* and Women Entrepreneurship Banking) that invests in gender equality have generated interest and been replicated or executed across multiple countries in the region.

- 1.14 Modest progress was also achieved integrating a focus on gender equality in Country Strategies (CSs). Country Strategies that included GRRs increased from 47% to 53%, and the percentage of CSs that included more substantive attention to gender issues<sup>12</sup> also increased from 21% to 53%. The External Assessment found a positive correlation between the provision of country analytical inputs on gender issues, and the inclusion of gender analysis and action in CSs.
- 1.15 To help foster greater integration of gender equality on regional and national policy agendas, as well as country demand for work on gender equality, the Bank actively engaged in policy dialogue and strategic partnerships in pursuit of the agenda setting objective that was introduced in the GAP 2014-2016. Examples of innovative partnerships include the IDB-Google partnership to launch [ConnectAmericas for Women](#), the IDB-IIC-World Economic Forum (WEF) partnership with the governments and private sector to establish Gender Parity Initiatives in Chile<sup>13</sup> and more recently in Argentina, and the partnership between the MIF, Women in Public Policy and the US Small Business Administration that has supported the governments of the Dominican Republic and Chile to increase women's access to public procurement contracts. The IDB has also been an active member of the Global Banking Alliance Initiative since 2013, which has increased the access of the IDB's financial sector clients to the cutting-edge knowledge and technical assistance needed to better target the women's markets in the LAC region.
- 1.16 The Bank also made important contributions to the body of knowledge on gender issues in LAC through an expanded research agenda –that included the design and implementation of a greater number of impact evaluations than in past years– that assess gender-specific impacts of development interventions. The results of this work merit broad dissemination in the 2017-2019 GAP period to equip policy makers and other priority audiences with evidence on what works to promote gender equality. For example, the IDB supported the implementation and evaluation of an experiment with the Secretary of Public Education in Mexico City to test if the provision of more and better information on career options and the labor market opportunities associated with different occupations could contribute to reducing the segregation of women and men in the labor market. The results of the first phase of the program showed that female students who participated in the intervention were more likely than those who did not to switch to male-dominated majors and occupations such as civil engineering and Information and Communications Technology.
- 1.17 During the past two GAP periods, the IDB's former private sector windows (during 2011-2015) and the IIC (starting in 2016) undertook many actions that supported

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<sup>12</sup> CSs that included gender analysis, proposed policy options and a results indicator in its results matrix.

<sup>13</sup> The IDB has joined with the WEF and Chile to establish a Gender Parity Task Force in Chile, bringing public and private sector stakeholders together to promote more and better participation of women in the labor force, reduce the wage gap between men and women performing similar jobs, and boost the presence of women in leadership roles.

the implementation of the IDB's Gender Policy. These actions resulted in operational support for gender equality and the empowerment of women entrepreneurs, the creation of partnerships to support gender equality in the private sector, and the generation of new knowledge relevant to private sector clients. In addition, in 2016 the IIC and the IDB collaborated to develop a communication campaign that will deliver, starting in the second semester of 2017, a strong message to both internal and external audiences that the IDB Group is committed to promoting gender equality. The IDB and IIC also collaborated closely to engage both the public and private sectors in the new Gender Parity Initiative in Chile (see Footnote 13).

- 1.18 The IDB has also taken many important steps to bolster gender equality and women's leadership internally, to support and complement its operational and analytical work to advance gender equality. This is best exemplified through the Banks' recent Economic Dividend for Gender Equality (EDGE) Certification (see ¶6.12) and innovative Emerging Women Leaders Program (see ¶6.13).
- 1.19 Despite the progress made, several important challenges remain. Those identified in the 2014-2016 Progress Report include:
- (i) **Measuring the concrete results of agenda setting and partnership efforts.** While it is inherently difficult to directly link dialogue and partnership activities to changes in the policy agenda, those that produce measurable outputs and outcomes should be prioritized.
  - (ii) **Increasing the percentage of CSs that include gender-related analysis, actions and results.** Although the Bank moderately improved the focus on gender in CSs, these results fell short of the targets established in the GAP 2014-2016.
  - (iii) **Continuing to expand and improve the quality of gender mainstreaming in the design of financial operations.** While the level of inclusion of GRRs and overall attention to gender equality in loans has increased significantly, only 25% of all SG loans approved during that 2014-2016 period were considered to have "quality" gender mainstreaming.<sup>14</sup> 48% of government officials surveyed in the IDB External Feedback Systems (EFS) Programming Survey (2015) said that they would be interested in adding a gender component to an IDB loan.
  - (iv) **Translating good project design into concrete results in project execution.** A review of Project Monitoring Reports (PMRs) in the External Assessment found little data related to gender-related outputs. Also, the PMR "pro-gender flag" is not being used systematically, so only a fraction of SG loans in execution with GRRs can be readily identified.
  - (v) **Expanding the portfolio of direct investments in gender equality.** Direct investment in gender equality and women's empowerment remains a very small portion of Bank lending and technical cooperation. 35% of

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<sup>14</sup> Measured by the inclusion of an analysis of gender gap and issues, actions to address them, and a least one gender-related results indicator (see the 2014-2016 GAP Progress Report for more details).

government officials surveyed in the EFS Programming Survey (2015) said they would be interested in a stand-alone gender loan.

- (vi) **Systematically tracking the application of the gender safeguards in IDB financial operations.** Progress in this area during the GAP 2014-2016 was largely associated with the identification of potential adverse impacts and risks during project preparation. There is still a need to strengthen the Bank's tracking of these risks and the associated mitigation measures throughout the project cycle.
- (vii) **Closing gaps in knowledge about what works to promote gender equality across sectors and disseminating knowledge to Bank staff and decision makers in the region.** Inadequate data and evidence on what works to promote gender equality is still a challenge, particularly in sectors where work to promote gender equality was initiated more recently. External dissemination will also be important to raise the profile of the IDB's work to promote gender equality.

## **B. GAP 2017-2019 OBJECTIVES**

- 1.20 The main objective of the GAP 2017-2019 is to support the implementation of the Bank's Gender Policy by expanding and improving the quality of the IDB's development interventions that support member countries' goals and commitments to promote gender equality and women's empowerment. As mentioned previously, this GAP will maintain the principal areas of action of the previous GAP, while also addressing the challenges identified in the 2014-2016 Progress Report. The GAP 2017-2019 commits the Bank to redouble its efforts to:
  - (i) expand the inclusion of gender issues and gender-related results in country strategies;
  - (ii) improve the quality of gender mainstreaming in lending operations;
  - (iii) document the achievement of results during project execution and completion;
  - and (iv) disseminate knowledge to key stakeholders that makes the case for addressing gender equality issues across a range of sectors.
- 1.21 The GAP 2017-2019 includes four specific objectives:
  - (i) **Agenda Setting.** Contribute to increasing the visibility of gender equality issues and innovative approaches to address them on the public policy agenda and in development programming in IDB borrowing member countries, through IDB CSs and other instruments.
  - (ii) **Proactive Promotion of Gender Equality and Women's Empowerment.** Expand and improve the quality of IDB-financed operations that support gender equality and women's empowerment, in both project design and execution (through both gender mainstreaming and direct investments in gender equality).
  - (iii) **Prevention of Adverse Impacts and Gender-Based Risks.** Systematically apply the gender safeguards directive of the IDB Gender Policy to IDB-financed operations.
  - (iv) **Knowledge Development and Dissemination.** Generate and disseminate knowledge on key gender issues in LAC and evidence on what works to address them.

- 1.22 The Bank will also pursue actions aimed at strengthening the capacity and mechanisms within the IDB to implement the Gender Policy and the GAP.
- 1.23 The remainder of the document details actions that will contribute to the achievement of these objectives.

## **II. AGENDA SETTING**

- 2.1 The IDB is well positioned, as the main lender and a key provider of technical assistance to LAC, to proactively engage with public and private sector clients to help make the case for pursuing gender-responsive policies and development programming and an agenda of innovation in this area of work. The GAP's support for agenda setting will help to highlight gender equality as a key policy consideration within all three UIS challenge areas (social exclusion and inequality, productivity and innovation, and regional economic integration).
- 2.2 During the 2017-2019 period, the IDB will facilitate greater visibility of gender equality on the regional policy agenda, through the dissemination of information on research findings and evidence-based solutions for promoting gender equality in the region. To this end, the Bank will aim to: (i) increase and improve the integration of gender equality issues in country strategies and country policy dialogues; (ii) conduct regional policy dialogues that explicitly focus on gender equality; (iii) strengthen strategic partnerships that help to better position gender equality issues in the region; and (iv) strengthen the Bank's external communication of its commitment to gender equality.

### **A. INTEGRATING GENDER EQUALITY INTO COUNTRY STRATEGIES AND POLICY DIALOGUES**

- 2.3 While the integration of gender equality and women's empowerment into CSs was set as a priority under the Gender Policy and previous GAPs, there is much room for improvement both with regards to the quantity and quality of gender integration in CSs.
- 2.4 During the 2017-2019 GAP period, there are expected to be 15 Country Strategies prepared (see Annex II). Throughout their preparation, the Bank will support the integration of gender equality issues at various stages of the process, from the elaboration of the Country Development Challenges documents (CDCs) to the Overview Paper (OP), draft CSs, country policy dialogue(s) and civil society consultation. Table 1 below outlines the specific actions and responsible parties at each stage of the country strategy process. For these efforts to be successful, proactive collaboration among SCL/GDI, other Vice-Presidency for Sectors and Knowledge (VPS) divisions, and the Vice-Presidency for Countries (VPC) will be essential.

**Table 1: Gender Mainstreaming in Country Strategies**

<b>Event</b>	<b>Activities</b>	<b>Responsibilities</b>
Preparation of Chapters 1-2 of the CDC	Based on available data and relevance, disaggregate socioeconomic indicators included in the analysis by sex (e.g. economic participation, education, etc.).	Country departments, with SCL/GDI inputs.
Country Day	Presentation of gender-related gaps, challenges, and preliminary policy options across key thematic issues.	VPS sector divisions and SCL/GDI.
Preparation of Chapter 3 of the CDC	Integrate gender-related gaps, challenges and policy options across key thematic areas.	Country departments, based on inputs received from VPS divisions in coordination with SCL/GDI.
Country dialogue	Preparation of PPT/summary brief on key gender issues and evidence for inclusion in dialogue with the country.	SCL/GDI and relevant VPS divisions, at the request of the Representatives.
Overview Paper and draft Country Strategy	Gender issues and results mainstreamed in priority areas and the results matrix, based on the dialogue with the country.	Country department, with inputs from VPS sector divisions that integrate gender-related issues, in collaboration with SCL/GDI.
Consultations with civil society and the private sector	Participation of women and gender-focused organizations to advance the inclusion of gender equality.	Representatives.
Programming	Dialogue with the country will highlight gender-related challenges in IDB sectoral interventions.	Representatives and General Managers.

- 2.5 Based on available data and relevance: (i) Chapters 1 and 2 of CDCs will disaggregate the main socioeconomic indicators included in the analysis by sex; and (ii) Chapter 3 will include an analysis of relevant gender gaps and other gender issues, their causes/determinants and policy recommendations within the sector challenges, based on inputs provided by VPS divisions in collaboration with SCL/GDI.
- 2.6 VPC country teams will prepare Terms of Reference (TORs) for VPS's CDC inputs that request the identification and analysis of key gender gaps or issues in their sectors. These inputs will be used in the drafting of Chapter 3 of the CDC. VPC will provide resources to SCL/GDI to develop analytical inputs that support the mainstreaming of gender equality issues into the development challenges identified by VPS and VPC.
- 2.7 For the Country Day event, SCL/GDI and other VPS divisions will offer preliminary analyses of gender-specific thematic issues and policy options from different sectoral vantage points, drawing on empirical evidence as well as local and international promising practices.
- 2.8 To promote the inclusion of gender equality issues in CSs, high priority issues will be raised during country policy dialogues. Upon request from the country team, SCL/GDI and other VPS divisions will support the development of a presentation that includes priority gender issues (i.e. key empirical facts, sector-specific evidence-based analysis, innovative approaches, and policy recommendations) to be used during the Bank's dialogues with governments, the private sector and civil society representatives. In addition, during the consultations with civil society and the private sector, the Bank will promote the participation of women and gender-focused organizations.

- 2.9 The inclusion of gender equality issues and policy recommendations in the CS requires their integration into the documents that will be reviewed by the country governments. Starting with the OP, VPC country departments, with the support of a peer review from SCL/GDI, will ensure that relevant gender issues and policy recommendations are included in the relevant strategic areas that are agreed upon by the Bank and the newly elected government. VPC and VPS divisions will collaborate in the review of the CS results matrix and propose the incorporation of GRRs, when feasible.
- 2.10 At the programming phase, the Bank will explore with the country governments the possibility of both direct investment and the mainstreaming of gender in sector operations as means to address priority gender gaps and other issues affecting economic and social development.

## **B. REGIONAL POLICY DIALOGUE AND PARTNERSHIP BUILDING**

- 2.11 To complement the engagement with policymakers and other Bank clients during country strategy preparation, the IDB will actively pursue policy dialogue and partnerships that help to position gender equality and women's empowerment as a key issue in national policies and programming of its borrowing member countries.
- 2.12 First, the Bank will conduct two stand-alone Regional Policy Dialogue (RPD)<sup>15</sup> meetings on effective policies that support gender equality and women's empowerment through its Gender Equality Network.<sup>16</sup> One of the Gender Equality Network RPD meetings will be carried out jointly with another sector network to foster the exchange of experiences and collaboration between women's ministries and line ministries. The Bank will also continue to organize and participate in other high-level dialogues and events that integrate a focus on gender equality issues with public and private stakeholders that offer opportunities to influence the policy agenda.
- 2.13 Second, the IDB will continue to build strategic partnerships with governments, the private sector, Non-Governmental Organizations (NGOs) and other international organizations to leverage resources and knowledge to advance gender equality and women's empowerment. While it is difficult to predict specific partnerships that will be developed over the 2017-2019 period, priority will be given to areas of emphasis in the Gender and Diversity Sector Framework Document. The Bank will be both strategic and opportunistic in developing partnerships.
- 2.14 A particularly important partnership is with the other Multilateral Development Banks (MDBs). The IDB participates in and currently chairs the Working Group on Gender of the MDBs; this group is a forum for the exchange of ideas and knowledge, and fosters collaboration among the MDBs in this area of work.

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<sup>15</sup> The Bank's Regional Policy Dialogue (RPD) initiative is one of the Bank's main mechanisms for promoting knowledge sharing between high-level government officials, the IDB and international experts.

<sup>16</sup> This network is comprised of Women's and Social Inclusion Ministries, and other governmental entities charged with the oversight of the country's gender equality policies.

- 2.15 Third, the IDB's Women's Leadership and Representation Initiative (PROLID)<sup>17</sup> offers an important opportunity to promote the inclusion of women's leadership on the region's policy agenda. Over 2017-2019, PROLID will focus primarily on: (i) women's leadership in citizen security; (ii) piloting the Program for Emerging Women Leaders in the Public Sector<sup>18</sup> in three countries/sectors; and (iii) strengthening the Red PROLID, an online platform that provides networking and skill-building opportunities for women leaders committed to public sector service.
- 2.16 Finally, through its WeXchange forum,<sup>19</sup> the MIF –in coordination with the IIC, the Office of External Relations (EXR), Office of Outreach and Partnerships (ORP), ConnectAmericas, KNL, and other departments of the Bank– will continue offering training, mentoring, and networking opportunities for high-growth women entrepreneurs focused on STEM ventures.

### **C. COMMUNICATIONS**

- 2.17 The Bank will use external communications to convey its strong commitment to gender equality to a broad audience in LAC. It will strengthen this message by highlighting good practices and concrete results it has helped to produce, and by identifying the type of support it can offer its borrowing member countries to advance gender equality.
- 2.18 EXR and SCL/GDI will, in collaboration with the IIC, implement an external communications strategy to: (i) amplify the business case for gender equality in terms of economic growth, poverty reduction, human capital development, and firm performance; (ii) promote the inclusion of gender equality in public policy discussions in the region; and (iii) position the IDB's work on gender equality and its identity as a partner of choice with key audiences.
- 2.19 The lines of action in communication will include:
- (i) Implementation of the “100% Committed to Gender Equality Campaign” to highlight IDB's work on gender equality in various sectors. (The campaign will be joint effort of PCY, EXR, VPC, VPS divisions, in collaboration with the IIC; the campaign will run in traditional and digital media from July to December 2017).
  - (ii) Optimization of current communications channels, including IDB's gender portal, gender twitter account, and the gender blog “¿Y si hablamos de igualdad?”
  - (iii) Increased engagement with key influencers and opinion leaders to expand the visibility of the IDB's work on gender equality among new audiences.

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<sup>17</sup> PROLID pursues agenda setting from another angle, by increasing the public sector's commitment to women's leadership and promoting women's presence and influence in decision-making positions across sectors.

<sup>18</sup> The Program for Emerging Women Leaders in the Public Sector aims to strengthen the managerial and leadership capacity of women in senior civil service positions. It will be piloted in the Dominican Republic and Panama, and if funding is made available, expanded to other countries.

<sup>19</sup> WeXchange is a platform for high-growth women entrepreneurs from LAC to meet with mentors, investors, and other women and men who can inspire them along their entrepreneurial path.

- (iv) Joint communications efforts about the importance of gender equality with major networks, think tanks and Civil Society Organizations (CSOs) across the region.
- (v) Placement of news, stories, interviews, and op-eds in traditional media.
- (vi) Creative dissemination of key gender-related messages through the IDB's social media channels.

### **III. PROACTIVELY ADDRESSING GENDER EQUALITY AND WOMEN'S EMPOWERMENT**

- 3.1 The Bank will continue to expand, in response to client country demand, both the quantity and quality of its financial operations that proactively invest in gender equality and women's empowerment. Specifically, it will: (i) identify gender-related lines of action within and across sectors to help guide the operational and analytical work of VPS divisions; (ii) increase the percentage of Bank projects that integrate a focus on gender equality or women's empowerment in both project design and execution (gender mainstreaming); and (iii) increase the Bank and MIF operations (loans and Technical Cooperations (TCs)), based on client demand, that have as their principal objective the promotion of gender equality or women's empowerment (direct investment)<sup>20</sup>.

#### **A. STRATEGIC LINES OF ACTION**

##### **1. Lines of Action within Sectors**

- 3.2 A new dimension of the GAP 2017-2019 are the priority lines of action identified by VPS divisions and the MIF, in collaboration with SCL/GDI, to give their work on gender mainstreaming a more strategic focus. These lines of action were shaped by factors including VPS divisions' Sector Framework Documents, operational and analytical work already developed during the 2014-2016 period,<sup>21</sup> areas of potential interest of the IDB's sector counterparts in borrowing member countries, and relationship to crucial emerging issues in the respective sectors. These lines of action are not meant to be comprehensive or preclude other areas of focus emerging from country demand during the 2017-2019 period.
- 3.3 The lines of actions fall under the following thematic areas: (i) women's economic opportunities and productivity; (ii) women's and men's human capital development; (iii) violence against women and girls; (iv) women's leadership and participation; and (v) sexual and reproductive health. They also integrate a focus on the other two UIS cross-cutting themes, specifically focusing on strengthening institutional capacity to address women's and men's differential needs, and integrating gender equality and women's participation into climate change initiatives.
- 3.4 The following paragraphs summarize the main lines of action identified by the five Bank sectoral departments and the MIF.

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<sup>20</sup> The Bank will promote operations that directly invest in gender equality or women's empowerment when it is determined that the gender issues identified cannot be adequately addressed through gender mainstreaming in Bank-financed operations.

<sup>21</sup> For specific examples, see the 2014-2016 Progress Report.



- 3.5 **The Infrastructure and Energy Sector (INE) Divisions.** The Energy Division (INE/ENE), Transport Division (INE/TSP), and Water and Sanitation Division (INE/WSA) will continue to focus their operational work on promoting economic opportunities for women, adapting infrastructure and infrastructure services to address gender-differentiated needs, and strengthening women's leadership and participation. Specific lines of action will aim to support the: (i) strengthening of women's capabilities and opportunities to access non-traditional jobs in infrastructure sectors; (ii) provision of urban transport services that is effective and safe for women; (iii) incorporation of a gender perspective into projects that promote access to energy and efficient use of energy for cooking; (iv) strengthening women's participation in decision making in the water and sanitation sector; and (v) collecting better data on gender to inform sector policies and programs.
- 3.6 **The Institutions for Development Sector (IFD) Divisions.** The Competitiveness, Technology, and Innovation Division (IFD/CTI), Connectivity Markets and Finance Division (IFD/CMF), Fiscal Management Division (IFD/ FMM), and Innovation in Citizen Services Division (IFD/ICS) will contribute to developing women's human capital, fostering women's economic opportunities and productivity, improving institutional capacity to better address women's needs, and addressing Violence Against Women and Girls (VAWG). Specific lines of action include: (i) promoting the formation of women's advanced human capital and access to professional careers in Science, Technology, Engineering and Mathematics (STEM) fields; (ii) supporting women's increased participation in public procurement; (iii) supporting women's entrepreneurship; (iv) promoting women's digital and financial inclusion; (v) promoting government's accountability and transparency related to gender equality within the public sector (e.g. gender wage gaps and budgets); (vi) establishing e-government systems that are more responsive to women's needs; (vii) providing women with the tools to access better employment and business opportunities within the public sector; and (viii) strengthening police and justice system efforts to prevent and respond to cases of VAWG, as well as promoting women leadership in the security and justice sector.
- 3.7 **The Social Sector (SCL) Divisions.** The Education Division (SCL/EDU), Gender and Diversity Division (SCL/GDI), Labor Markets Division (SCL/LMK), and Social Protection and Health Division (SCL/SPH) will support operational work that addresses gender gaps in human capital development and supports labor market participation, sexual and reproductive health and VAWG prevention and response. Specific lines of actions include: (i) promoting equal access to labor market opportunities, including labor intermediation and skills development for girls and women in STEM and other non-traditional fields; (ii) encouraging retirement savings for women; (iii) promoting parenting skills that engage men, support equal opportunities, and gender equitable relationships free of violence; (iv) improving dependent care services (e.g. child, elder and for persons with disabilities) and care policies that professionalize and redistribute caregiving work, including the involvement of more men; (v) preventing teenage pregnancy through development of adolescent boys' and girls' skills and life planning, comprehensive sexuality education, adolescent-friendly sexual and reproductive health services and support for teen mothers; (vi) promoting the construction of healthy masculinities among boys to help reduce school abandonment and reduce VAWG; (vii) designing and adapting integrated services for women that facilitate their labor

market participation, health and right to live free from violence; and (viii) strengthening VAWG prevention and services for women survivors.

**3.8 The Climate Change and Sustainable Development Sector (CSD) Divisions.**

The Climate Change and Sustainability Division (CSD/CCS), Housing and Urban Development Division (CSD/HUD), and Environment, Rural Development & Disaster Risk Management Division (CSD/RND) will promote women's human capital development, women's economic opportunities and productivity, VAWG prevention, and women's capabilities to effectively engage in climate change adaptation and mitigation.<sup>22</sup> Specific lines of action will focus on: (i) building the capacity of women to facilitate their access to quality jobs associated with the economic transformation to a low carbon, climate resilient economy, in both rural and urban settings; (ii) improving the capabilities of women and men to contribute to climate change adaptation and resilience, through the transfer of knowledge and technology; (iii) creating inclusive, safe public spaces in urban areas; (iv) providing urban mobility services<sup>23</sup> and promoting urban growth patterns that address women's and men's needs; (v) promoting equitable access of women farmers to extension services, climate smart technologies, and land rights; and (vi) fostering equal opportunities and formal employment for women in the tourism sector, while also preventing exploitation.

**3.9** In addition, the Bank will promote the integration of a focus on differential effects of climate change on women and men and the roles they can play to help mitigate them into operations that are supported by key instruments that support climate investments, including the Green Climate Fund (GCF), the Climate Investment Fund (CIF), the Global Environmental Facility (GEF)<sup>24</sup> and the NDC Pipeline Accelerator.<sup>25</sup>

**3.10 The Integration and Trade Sector (INT).** INT will foster women's economic opportunities and productivity by connecting women-owned or women-led Small and Medium Enterprises (SMEs)<sup>26</sup> to private and public procurement and trade opportunities, and enhancing their business skills as qualified vendors. Specific lines of action will include: (i) developing innovative public policies and technical and training programs within INT's loan and TCs to facilitate women's

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<sup>22</sup> Climate change and gender equality issues are strongly linked in two fundamental ways: (i) Women and men are affected differently by the effects of climate change; women from rural areas and poor communities are the most vulnerable given both their dependence on and unequal access to natural resources, productive assets, information and other key resources. Climate-induced droughts, flooding and food scarcity significantly increase women's work burden associated with care and domestic work; and (ii) Women can be effective agents of change; if empowered, their knowledge and expertise related to their households, communities and local environment can be used to support climate change mitigation, disaster reduction and adaptation strategies. (UN Women, 2016, "Leveraging Co-Benefits between Gender Equality and Climate Action for Sustainable Development;" World Bank, 2011. "Gender and Climate Change: Three Things You Should Know;" UN WomenWatch, 2009. "Women, Gender Equality and Climate Change").

<sup>23</sup> Public or private sector services provided to the public that allow them to move freely (motorized and non-motorized transport services and infrastructure, traffic management, and others).

<sup>24</sup> All three of these funds have their own gender policies and actions plans that call for gender mainstreaming.

<sup>25</sup> The NDC Pipeline Accelerator is part of the [NDC Invest Platform](#), the response of the IDB Group to provide support to countries in the region to transform their Intended Nationally-Determined Contributions (INDCs or NDCs) presented under the Paris Agreement on Climate Change into effective investments.

<sup>26</sup> While there is some variance in the definitions used within the IDB, a women-owned enterprise is generally recognized as a business where one or more women own 51% of the business, and a women-led business is one in which the President and/or top management positions are controlled by one or more woman.

empowerment in international trade; (ii) facilitating access of women entrepreneurs to Business to Business (B2B) online platforms, such as ConnectAmericas for Women, to build their business network and apply to exclusive sourcing opportunities from the public and private sector; (iii) increasing market access for women-led or owned businesses from the food and beverage, and global services sectors through targeted trade fairs; and (iv) strengthening women-led or owned SMEs' export capabilities by supporting the development of women's entrepreneurial skills.

- 3.11 **The Multilateral Investment Fund (MIF).** The MIF will mainstream a focus on gender issues and support for women entrepreneurs into the three priority areas of its new strategy: inclusive cities, knowledge economy, and climate-smart agriculture. Specific lines of action will include: (i) improving women's access to adequate urban infrastructure and services, and their participation in urban planning; (ii) helping women-led firms access capital, markets, knowledge and technology; (iii) supporting the creation and scaling up of women-led, technology-based enterprises; (iv) increasing women farmers' access and control of productive assets; (v) increasing the number of women with STEM education and experience, as well as showcasing the accomplishments of women entrepreneurs in STEM areas through WeXchange; and (vi) improving women's resilience to the effects of climate change.

## **2. Lines of Action across Sectors**

- 3.12 There are several development challenges identified in the strategic lines of action above that require a multi-sectoral approach with contributions across sector divisions of the Bank. These include the work to: (i) strengthen women's skills and access to quality jobs in STEM fields; (ii) prevent VAWG and provide quality response services to VAWG survivors; and (iii) reduce the high rate of teen pregnancy. During the 2017-2019 period, the Bank will form working groups with representatives from the Bank divisions working on these issues to share knowledge and good practices, identify synergies, develop collaborative initiatives, and track achievements and results.
- 3.13 As the digital and low carbon economy expands globally, those without skills in STEM fields can be left behind without access to the jobs of the future. Divisions from IFD, CSD, SCL and the MIF will contribute to equipping girls and young women with STEM knowledge and skills and increasing their access to jobs in these fields. For example, SCL/EDU will continue to support initiatives that help reduce gender gaps in math and science learning in early education; SCL/LMK will support STEM technical skill training, apprenticeships, and job intermediation for young women and men; IFD/CTI will prioritize advancing women's education and training for scientific careers; CSD divisions will strengthen the capabilities of women and men to contribute to climate change adaptation and resilience; and the MIF, IFD/CTI and IFD/CMF will provide women with skills and resources to increase their capabilities as STEM or digital entrepreneurs.
- 3.14 VAWG is a complex and multifaceted problem that cannot effectively be addressed from a single vantage point. The prevention of and response to such violence requires coordinated action across multiple sectors. The IDB's collaborative efforts to prevent and improve the response to VAWG in the LAC region will include

activities led by SCL, CSD, IFD, and INE. For example, SCL/SPH will work on improving the health sector's capacity to detect and provide an adequate response to VAWG and supporting parenting skills in positive discipline to prevent the intergenerational transmission of violence, while IFD/ICS will promote more effective prevention and response services offered by the police and the broader criminal justice system. CSD/HUD and INE/TSP will support the development of secure mobility services and the upgrading of informal neighborhoods adapted to women's specific needs. SCL/GDI will support the provision of quality integrated services for women that will provide support, tools, and opportunities to escape from the cycle of violence, and will continue to identify effective approaches to prevent VAWG through rigorous evaluations.

- 3.15 Finally, actions related to teen pregnancy in LAC countries will be undertaken by SCL/SPH, SCL/EDU SCL/GDI and SCL/LMK divisions. These divisions will support evidence-based prevention approaches that include quality sexual education, support for the development of life skills and life plans, and vocational and technical training.
- 3.16 The differential needs and priorities of women from different sociocultural backgrounds and ethnicities will be taken into consideration when developing projects that support the lines of action outlined above. Special consideration will be given to assessing the implications of proposed interventions for indigenous and African descendant women, ensuring that they are culturally-appropriate.

## **B. MAINSTREAMING GENDER EQUALITY INTO IDB-FINANCED OPERATIONS**

- 3.17 Mainstreaming gender issues into the IDB's operations is the highest priority among the areas of action of the GAP, given the potential impact of gender-specific actions and results that are integrated widely across the Bank's lending portfolio. Gender mainstreaming in operations will be pursued from two perspectives: (i) quality attention to equality in project design; and (ii) a continued focus on gender-related actions and results throughout project execution, monitoring and evaluation. Gender mainstreaming in operations requires the involvement of multiple actors across the Bank; these include the VPS operational divisions or MIF teams leading project preparation and supervision, the corresponding VPC country department and country office, SCL/GDI and the gender consultants working with VPS divisions, the Office of Strategic Planning and Development Effectiveness (SPD), and the Executive Vice-President (EVP)'s Office.

### **1. Project Design**

- 3.18 The Gender Policy specifically calls for an analysis of the potential contributions of IDB-financed interventions to gender equality during project preparation, and when the analysis so indicates, the incorporation of both concrete actions to strengthen that contribution and GRR indicators in project's results matrix. To foster more systematic gender mainstreaming in project design, the following actions will be given priority during the GAP 2017-2019 period.
- 3.19 **Setting targets for the inclusion of gender in loan operations.** Given the effectiveness of target setting by VPS operational divisions during the first two GAP periods for increasing the inclusion of GRRs in SG loan operations, the Bank will

continue this practice. Division-level targets will be established based on an annual pre-screening of the IDB project pipeline by SCL/GDI followed by biannual reviews with VPS division chiefs to validate the list of priority projects in preparation for gender mainstreaming and to help monitor their contributions to the Bank-wide GAP target; for the 2017-2019 period, the Bank-wide target is 50% of SG loan operations including GRRs in their results matrices compared to 41% for the 2014-2016 period (see Results Matrix – Section VII).

- 3.20 **Initiating gender analysis at an early stage of project preparation:** VPS and MIF project teams will initiate an analysis of relevant gender issues from an early stage of project design (i.e. project identification) so that it can inform the discussions with the country counterparts and the preparation of the project profile.<sup>27</sup> At this stage, the project team will explore the possibility of pursuing one or more of the sector lines of actions identified for their sector (see ¶¶3.5-3.11).
- 3.21 **Providing gender technical support.** Project teams can make strategic use of both in-house and external gender expertise to undertake gender analysis and develop quality project proposals from a gender perspective, including: (i) a cadre of gender consultants assigned to work with operational divisions; (ii) SCL/GDI staff; (iii) Operational Support TC projects prepared by the project team; and (iv) other consultancies financed by the Bank for project preparation.
- 3.22 **Including an explicit focus on gender equality in Eligibility Review Meetings (ERMs).** SCL/GDI will develop tools to monitor the inclusion of gender analysis, actions, and results in the design of projects, and VPC will use them to support their integration in project profiles during ERMs.
- 3.23 **Sustaining a focus on gender equality throughout the project quality review process.** The review of the quality of gender mainstreaming in project documents will continue during the Quality and Risk Review (QRR) process by VPS sector departments and the participants of the review process, as well as by the Operations Policy Committee (OPC), led by the Office of the EVP.
- 3.24 The Strategic Development Effectiveness Division (SPD/SDV) will continue to work with project teams to help improve the quality of the project logic that leads to gender-related results as part of their review of the Development Effectiveness Matrix (DEM) and project evaluability. They will validate, in close collaboration with project teams, if projects can be strategically aligned with the gender and diversity cross-cutting theme of the UIS.<sup>28</sup>
- 3.25 **Disaggregating by sex indicators and targets that track the beneficiaries of IDB-financed operations.** The sex-disaggregation of project beneficiaries is important to help the IDB and its member countries to better understand who

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<sup>27</sup> The new Gender dashboard, being launched by SCL/SCL in 2017, will be a useful tool to facilitate access to comparable gender indicators and data for project design and CDCs. The dashboard makes available hundreds of gender-related indicators from the IDB's Numbers for Development, World Bank data, and [NoCeilings.org](http://NoCeilings.org) using R, an open-source program. The data is displayed in a tableau to help identify relevant gender indicators for project and country strategy teams. The dashboard is available to staff by clicking here: <http://genderdiversitydashboards>

<sup>28</sup> SPD and SCL/GDI are in the process of finalizing a broader definition of "gender strategic alignment" that will recognize gender-specific issues and components or actions that are either: (i) directly linked to the project's central vertical logic; or (ii) fall outside of the project's vertical logic but have their own vertical logic.

specifically is benefitting from its projects and to more readily identify gender gaps, even when there is no baseline at entry that permits the *ex-ante* identification of these gaps.

- 3.26 In both, SG and MIF operations that target direct beneficiaries (e.g. students, farmers, entrepreneurs, women-led or women-owned MSMEs), the Bank will continue to disaggregate project beneficiary indicators by sex, whenever possible, particularly those associated with the Country Development Results (CDR) included in the CRF, 2016-2019. The GAP target for SG loans with identifiable beneficiaries that disaggregate beneficiaries by sex is 85% (up from 68% in the 2014-2016 period).

## 2. Project Execution and Monitoring

- 3.27 The Bank will strengthen its efforts to monitor gender-related actions and to achieve gender-related results during project execution and evaluation. Specifically, the Bank will:
- 3.28 **Improve the reporting on GRRs in project monitoring tools.** Special attention will be given to ensuring that GRR indicators and targets are monitored in PMRs and reported in Project Completion Reports (PCRs).
- 3.29 To increase the ease of identifying GRRs in PMRs, SPD and SCL/GDI will raise awareness among project teams about the systematic use of system's "Pro-Gender Flag."<sup>29</sup> Also, VPS division chiefs and focal points will review the reporting on gender-related outputs as part of their biannual PMR reviews. The achievement of expected gender-related outputs will be tracked annually as part of GAP monitoring.
- 3.30 The PCR<sup>30</sup> remains the key document for registering project outcomes and lessons learned during implementation. To ensure the availability of information on GRRs at the time of preparation of PCRs, it is important that data on GRRs is gathered in routine progress reporting and mid-term evaluations. SCL/GDI will review annually the achievement of GRRs reported in PCRs.
- 3.31 **Offer guidance and technical support to project teams and project executing agencies/units on achieving gender-related results in project execution.** To increase the probability that GRRs will be achieved, the Bank –through SCL/GDI, the Knowledge and Learning Sector (KNL), VPS operational divisions, country offices (COFs) and SPD– will: (i) equip VPS and MIF project teams and COF staff,<sup>31</sup> as well the executing agencies, with a guide that includes key actions for

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<sup>29</sup> The use of the "Pro Gender Flag" is applicable when a GRR matrix indicator is explicitly linked to the project's vertical logic and "Gender Tracking" is used when an indicator is disaggregated by sex but its related issue is not part of the vertical logic; see SPD's "Toolkit for the Application of the DEM - Sovereign Guarantee Operations," January 2017.

<sup>30</sup> As per Project Completion Report Principles and Guidelines (OP-1242-3 and OP-1242-5).

<sup>31</sup> While the authority for supervision and reporting lies with the sector operational divisions and MIF teams, project management also involves the country office's fiduciary staff and operational analysts, who support with knowledge of country systems and institutional capacities, and the Representation chiefs of operations, responsible for in-country portfolio monitoring.

facilitating gender mainstreaming in project execution;<sup>32</sup> and (ii) provide technical support to a strategically selected set of projects via in-house gender consultants, SCL/GDI staff, and, when deemed necessary, consultants hired with project supervision resources.<sup>33</sup> The technical support will be provided as part of an initiative that will facilitate the achievement of the GRRs in a targeted set of projects and, in the process, develop good practices that can be scaled up. The division of responsibilities for this initiative is indicated in Annex III.

### C. DIRECT INVESTMENT

- 3.32 The Bank's operational divisions and VPC will continue to promote opportunities to develop loan, investment grant and TC operations that directly invest in gender equality and women's empowerment and that respond to the demands of its borrowing member countries. Based on country demand, the Bank will provide resources to pilot and evaluate innovative approaches for promoting gender equality and women's empowerment that could be scaled up into stand-alone loan operations or mainstreamed into future loans or investment grants. It will also continue to support research and development operations that will generate new sector-specific knowledge on gender equality issues and effective interventions for addressing them in the LAC region, as well as client support aimed at strengthening institutional capacity to advance gender equality.
- 3.33 The Bank will also continue to provide support to borrowing member countries that are interested in the adaptation and replication of flagship projects, like *Ciudad Mujer*, Women Entrepreneurship Banking, and *Salud Mesoamerica*. It will also explore possibilities for expanding direct investments, based on client country demand, in areas such as women's economic empowerment (including support for women entrepreneurs, increasing women's labor force participation and promoting women's entry into higher-paying jobs), promoting women's voice and agency (including the promotion of women's leadership, prevention of VAWG, and provision of quality services to violence survivors), prevention of adolescent pregnancy, and positive youth development, particularly for at-risk male youth.
- 3.34 The Bank will help to stimulate demand for direct investments primarily through the agenda setting activities described in Section II.

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<sup>32</sup> This guide will include such things as: (i) the inclusion of gender in project operations manuals; (ii) discussion of GRRs in project launch workshops; (iii) assignment of responsibility for GRR supervision in project executing units; (iv) inclusion of a focus on gender in planned institutional capacity-building activities; (v) strengthening project and/or ministry information systems to ensure the reporting of sex-disaggregated data; and (vi) focus on GRRs in evaluation baselines and data collection.

<sup>33</sup> VPS operational divisions, SCL/GDI and VPC country offices will jointly choose the projects to be included in the pilot. Projects selected should: (i) have at least one GRR that can help generate new knowledge; and (ii) be in stages 1 or 2 of monitoring (either between project approval and eligibility or between eligibility and disbursement of 95% of the project resources). To the extent possible, more than one project with similar proposed actions and results will be included in the sample to help facilitate learning within sector lines of action described in Section III A. An example of such an initiative already underway is the targeted supervision and documenting of lessons learned by the INE/TSP of three projects in execution focused on increasing women's capacity and access to employment as operators of heavy machinery in the transport sector.

#### **IV. PREVENTING POTENTIAL ADVERSE IMPACTS/RISKS OF EXCLUSION BASED ON GENDER**

- 4.1 Preventing potential adverse impacts and risks of exclusion based on gender has become a standard part of the Bank's safeguards review. Since the implementation of the first GAP, the Environmental and Social Safeguards Unit (VPS/ESG) has made important progress in identifying gender-based risks during project preparation. For the GAP 2017–2019, VPS/ESG will focus efforts on systematically applying the gender safeguards throughout the project cycle by: (i) building deeper capacity to identify and address gender-based risks in the preparation phase of projects; and (ii) supporting the implementation of mitigation measures during project execution.
- 4.2 For the project preparation phase, VPS/ESG will: (i) provide capacity building to project teams and VPS/ESG staff, in collaboration with SCL/GDI (see Section VI below); (ii) improve the tracking of how gender safeguards are incorporated into the design of IDB operations; and (iii) prepare an annual report on the prevalent gender-based risks that were identified during the preparation of operations in the previous year.
- 4.3 During the execution phase of projects, VPS/ESG will: (i) provide specialized support to advise teams and supervise the implementation of mitigation measures; and (ii) strengthen mechanisms for tracking the implementation of mitigation measures associated with gender-based risks during project execution.

#### **V. KNOWLEDGE AGENDA**

- 5.1 The Bank –including the Department of Research and Chief Economist (RES), VPS divisions, the MIF and others– will continue to pursue a robust knowledge agenda as part of the GAP 2017-2019, that will support: (i) new analytical studies that explore emerging gender equality issues in the LAC region; (ii) impact evaluations and other analytical work that increase the availability of evidence on effective approaches for promoting gender equality across multiple sectors where evidence is scarce<sup>34</sup>; and (iii) broad dissemination of the results of analytical work to IDB staff, member country governments, civil society, and strategic partners to help facilitate its use to inform policies and programs.

##### **A. ANALYTICAL WORK ON GENDER EQUALITY AND WOMEN'S EMPOWERMENT**

- 5.2 Analytical work will be undertaken to support the development of the areas of direct investment outlined above (see ¶3.32). It will also address knowledge gaps in several areas identified in the new Gender and Diversity Sector Framework Document (SFD) that limit the ability of policymakers to promote gender equality and women's empowerment; these areas include, among others: (i) the cost of women's non-participation in the labor market; (ii) the determinants of women's economic participation and their insertion in high quality jobs; (iii) the adaptation of public services to address women's specific needs; (iv) prevention of VAWG and

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<sup>34</sup> SCL/GDI will collaborate with SPD to improve the identification of impact evaluations that assess gender-specific impacts given that SPD has comprehensive information on impact evaluations being undertaken by the Bank annually.



provision of services for VAWG survivors; (v) prevention of teenage pregnancy; (vi) promotion of women's leadership; and (vii) evaluations of the effectiveness of integrated services for women.

- 5.3 Finally, analytical work will support the development of the sector lines of action identified in Section III; many of these have implications for both agenda setting and operational work. Annex IV presents the key policy research questions that Bank divisions plan to address in these areas between 2017 and 2019.<sup>35</sup>
- 5.4 As part of its knowledge agenda, the Bank will continue to develop and strengthen its partnerships with academic, private sector and other multilateral organizations to jointly generate and disseminate knowledge that will help the region to more effectively advance gender equality.

## **B. KNOWLEDGE DISSEMINATION STRATEGY**

- 5.5 The Bank will develop a GAP knowledge dissemination strategy, in close collaboration with KNL and EXR, to help increase recognition of and access to IDB-produced gender knowledge by IDB staff, member country governments and private sector clients, as well as partner organizations. Priority attention will be given to the cross-fertilization of knowledge on good practices mainstreaming gender in project design and execution so that operational divisions, within and across sector departments, can learn from one another.
- 5.6 Given that the Bank is also a consumer of gender knowledge from multiple sources, the dissemination strategy will also include actions targeted to raising awareness among IDB staff and its clients of quality knowledge produced by other institutions (e.g. other International Financial Institutions (IFIs), academic institutions, think tanks, etc.) on gender equality issues, their causes and determinants, and evidence on effective practices for addressing them.

## **VI. CORPORATE TOOLS AND INCENTIVES**

- 6.1 To effectively implement the commitments laid out in the GAP, the Bank will strengthen corporate tools that facilitate the quality of the work on gender mainstreaming, direct investment and gender safeguards. This requires effective internal coordination and capacity building, as well as incentives and resources. It is also important that the Bank lead by example in this area; thus, the GAP is complemented by internal efforts to bolster gender equality and women's empowerment within the institution.

### **A. INTERNAL COORDINATION**

- 6.2 The main vehicle for internal coordination of the implementation of the GAP will continue to be the Inter-Departmental Gender Policy Working Group (IPWG),<sup>36</sup>

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<sup>35</sup> The MIF is currently defining a knowledge agenda associated with the new MIF Strategy; this agenda will include studies and other knowledge products that integrate a focus on women producers and women-led businesses.

<sup>36</sup> The IPWG is composed of focal points from all operational divisions and departments in VPS, VPC country departments and country offices, and other strategically important divisions and offices, such as those belonging to SPD, VPS/ESG, ORP, EXR, Human Resources Department (HRD), and the MIF.

which was initiated during the preparation of the Gender Policy. Members of the IPWG are responsible for: (i) coordinating and monitoring the implementation of GAP proposed actions and commitments in their respective divisions and country offices; (ii) serving as peer reviewers for sector or country-specific analytical and operational work that supports gender equality; (iii) facilitating the exchange of good practices and lesson learned; and (iv) contributing to the reporting of results. Individual IPWG members also lead or participate as team members in operational, analytical and/or capacity building work on gender equality within their own divisions. SCL/GDI chairs the IPWG and coordinates the GAP implementation. The IPWG also includes the IIC, which helps to foster collaboration across the IDBG.

- 6.3 The Bank's management-level gender champions will play a pivotal role to ensure that gender equality issues are central elements of Bank strategies, operations, and research. While these gender champions provide essential support for all areas of action of the GAP, they are particularly well-positioned to help advance agenda setting initiatives, ensure the inclusion of gender equality issues in the quality review of Bank strategies and operations, identify opportunities for direct investments, and allocate human and financial resources to implement GAP actions.
- 6.4 **IDB-IIC Collaboration.** Through 2017-2019, the Bank will continue to collaborate with the IIC to address gender issues in the LAC region, particularly in initiatives that focus on increasing women's economic empowerment and leadership, and where the involvement of both public and private sectors entities promises to amplify resources and results.<sup>37</sup> Areas of collaboration will include, among others: (i) implementation of the "100% Committed to Gender Equality Campaign" (see ¶2.19); (ii) collaboration with external partners whose work spans public and private sectors, such as Data2X and the Global Banking Alliance for Women; (iii) support for the expansion of the Gender Parity Initiative in the region; (iv) strengthening the relationship between the MIF and the IIC to pursue collaborative agreements, such as the UN-Global Compact that the Women's Empowerment Principles (WEP) Gap Analysis Tool; and (v) fostering mutual learning between Bank divisions and the IIC that are working on similar gender issues, such as women in STEM and gender and climate change.

## **B. CAPACITY BUILDING**

- 6.5 Strengthening the IDB's capacity to effectively address gender equality as a cross-cutting issue is a key area of the GAP.
- 6.6 First, a set of guides and other documents will be produced to promote gender mainstreaming in projects and country strategies. SCL/GDI will collaborate with KNL, SPD, VPC and relevant VPS operational divisions to produce and disseminate updated guidance and practical tools that support gender mainstreaming. These will include, for example: (i) updating the Gender Policy Implementation Guidelines to align with other corporate guidance related to operations and country strategies; (ii) producing new sector-specific gender

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<sup>37</sup> One of SCL/GDI's lead specialists serves as a liaison between the IDB and the IIC to help maximize synergies on gender equality initiatives.

technical briefs and tools; (iii) developing a knowledge product aimed at improving the monitoring and achievement of GRRs during project execution; and (iv) developing country infographics with country-level data and international good practices that can be used by country managers and representatives in dialogue with borrowing member country governments (at the request of VPC).

- 6.7 VPS/ESG will also develop sector-specific guides that provide examples of gender-based risks and corresponding mitigation measures, as well as technical notes on gender-sensitive consultation and stakeholder engagement, grievance redress mechanisms and social assessments.
- 6.8 Second, a series of learning events will be offered to groups of IDB staff—and, when applicable, member country counterparts—to increase their knowledge of gender mainstreaming and gender safeguards. Technical seminars or clinics will also be organized with sector operational divisions, including headquarters and country office staff, to strengthen project teams' skills to conduct gender analysis, and design and execute effective approaches for advancing gender equality in sector operations. These learning events will include a priority focus on data and examples of promising practices and evidence-based approaches for addressing the gender issues identified in the GAP priority lines of action within and across sectors (see Section III.A). VPS/ESG will also provide training to VPS/ESG staff and project teams on applying gender safeguards across multiple sectors.
- 6.9 At the request of VPC country departments, periodic sessions will be organized by SCL/GDI, in collaboration with KNL, to increase VPC's capacity to raise gender issues in CDCs, country strategies, ERMs.

### **C. INCENTIVES AND RESOURCES**

- 6.10 It is important to note that positive incentives can catalyze support for gender mainstreaming. The External Assessment of the previous GAP noted that more incentives, both informal and formal, should be used to motivate and recognize staff. Proposed incentives include recognition of operational work that supports gender equality in employee performance reviews and public acknowledgment of superior work in the promotion of gender equality, through an award and public events.
- 6.11 Implementation of the GAP requires financial resources. Both gender mainstreaming and direct investments will be financed through multiple sources, including the Bank's ordinary capital, administrative budget from VPS and VPC, project-specific grants, donor trust funds and other vehicles.<sup>38</sup> The Gender and Diversity Multi-Donor Fund (MGD) is almost completely depleted and its replenishment is essential. The decline in trust fund resources earmarked for gender equality issues will weaken the Bank's capacity to support and incubate

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<sup>38</sup> Over the last three years, the Bank has allocated a total of US\$6.98 million from ordinary capital to the Gender and Diversity Special Program (GDF). Regarding the Gender and Diversity Multidonor Fund (MGD), contributions in the amount of US\$11.02 million have been received (2009-2016), and the current balance is US\$0.67 million. Additionally, the gender and diversity theme has directly benefited over the past three years from US\$10.3 million in other donor and Bank resources to support its mainstreaming in the operations of the Bank.

innovative approaches, generate data and evidence on what works, and scale-up effective approaches for advancing gender equality in the region.

**D. PROMOTING GENDER EQUALITY WITHIN THE IDB**

- 6.12 The IDB received its first EDGE Certification<sup>39</sup> in December 2016. The Bank is currently implementing its EDGE Action Plan, which focuses on three areas: (i) improved recruiting and promotion of female talent through novel approaches and improved communication; (ii) greater support from managers for the use of alternative work schedules; and (iii) continued gender pay gap assessments.
- 6.13 The IDB will also continue to emphasize leadership development and training that promotes gender equality and women's empowerment through programs such as the Emerging Women Leaders Program, Working Mama and Working Papa Program, and the Bank's mentoring program. A new program –Living Our Values at Work– rolled out in 2017, focusing on the creation of inclusive work environments by creating a culture of respect. Finally, through the IDB's Diversity and Inclusion Advisory Group, the IDB will continue to monitor the metrics established in 2016 for the four priority areas of the Bank's Diversity and Inclusion Framework 2012-2017, including those associated with gender equality.

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<sup>39</sup> EDGE is the leading global assessment methodology and business certification standard for gender equality. The EDGE assessment methodology was developed by the EDGE Certified Foundation and launched at the World Economic Forum in 2011 (<http://www.edge-cert.org/>)

## VII. RESULTS MATRIX

Indicators	2014-2016 Results	2017-2019 Targets
<b>Main Objective: Support the successful implementation of the Bank's Gender Policy by expanding and improving the quality of the interventions that seek to promote gender equality and women's empowerment.</b>		
% of all SG loans approved that are strategically aligned with gender <sup>40</sup>	(2016) 22%	40%
<b>Objective 1: Contribute to increasing the visibility of gender equality issues and innovations to address them on the public policy agenda and in development programing in IDB borrowing member countries, through IDB CSs and other instruments.</b>		
<i>Country Strategies</i>		
% of all Country Strategies approved that include (i) gender-related results indicators, (ii) analysis of gender issues, and (iii) policy actions to address them.	53%	65%
% of CDCs finalized that incorporate gender analysis and policy recommendations.	60%	85%
Country-level analytical inputs for CDCs prepared by VPS divisions that integrate a focus on gender equality and women's empowerment.	N/A <sup>41</sup>	50% <sup>42</sup>
<i>Policy Dialogues and Partnerships</i>		
# of Regional Policy Dialogues and High-level Meetings with Public and Private Sector Stakeholders that include a focus on gender equality issues.	16	16
# of Strategic Partnerships that produce joint knowledge products or policy initiatives.	4	5
# of PROLID network communities of practice launched	0	3
Emerging women leaders pilot program implemented in IDB member countries	0	3

<sup>40</sup> Strategic alignment with the UIS gender and diversity cross cutting theme is a CRF indicator. During the GAP 2017-2019 period, this indicator will replace the indicator used in the previous GAP as a proxy for quality mainstreaming in project design. The new indicator will be validated by SPD as part of their DEM review. In the second semester of 2017, SPD and GDI agreed upon a broader definition of gender strategic alignment that will make it more feasible to achieve progress for this indicator; this will be disseminated to VPS divisions.

<sup>41</sup> This indicator was not tracked during the GAP 2014-2016. VPC will make available VPS division inputs to facilitate the tracking of this indicator.

<sup>42</sup> Given that there is not a baseline for this indicator, this is an aspirational target.

<i>Communications</i>		
An external communication campaign implemented: 100% committed to gender equality <sup>43</sup>	0	1
% increase in views and clicks of the updated IDB Gender Portal	NA <sup>44</sup>	10%
# of dissemination initiatives executed through IDB's social media channels (including twitter campaigns and Facebook live events)	0	24
# news, stories, interviews, and op-eds placed in key traditional media	31 <sup>45</sup>	34
<b>Objective 2: Expand and improve the quality of IDB-financed operations (lending and non-lending) that proactively support gender equality and women's empowerment, in both project design and execution.</b>		
<i>Strategic Lines of Action</i>		
% of SG loans that address priority lines of actions agreed up by sectors	N/A	Monitor <sup>46</sup>
<i>Gender Mainstreaming in Operations</i>		
% of all SG loans approved that have GRRs in the project result matrix at entry	41%	50%
% of sovereign guarantee loans disaggregating project beneficiaries by sex in the results matrix (as % of projects with identifiable beneficiaries)	68%	85%
<i>Direct investment</i>		
# of SG loans approved that directly invest in gender equality or women's empowerment	2 <sup>47</sup>	4

<sup>43</sup> EXR will evaluate the results of the campaign through two measures: (i) Increase of share of voice (i.e. percentage of online content and conversations about the organization or the product, including presence in online media outlets, portals, social media, and blogs); and (ii) increase of subscriptions to the blogs of the respective sectors/divisions.

<sup>44</sup> The baseline is currently being constructed by EXR.

<sup>45</sup> For 2015 and 2016.

<sup>46</sup> It is not feasible to establish a target ex ante for the % of loans that will address the identified lines of action, given that it will depend on multiple factors, including country demand and institutional capacity and data availability.

<sup>47</sup> The third direct investment loan referenced in the 2014-2016 Progress Report was a private sector loan.

% of technical cooperation and MIF grants approved that directly invest in gender equality or women's empowerment	5%	7%
<i>Project Execution and Completion</i>		
% of PMRs for sovereign guarantee loans reporting on GRRs that were included in their results matrix in design <sup>48</sup>	(2016) 72%	80%
% of PCRs for sovereign guarantee loans reporting on the results associated with GRRs included in their results matrix in design <sup>49</sup>	N/A <sup>50</sup>	80% <sup>51</sup>
% of GRRs included in SG loan results matrices that are achieved during project execution	N/A	Monitor
<b>Objective 3: Systematically apply the gender safeguards directive of the IDB Gender Policy to IDB-financed operations.</b>		
% of operations that, having triggered the safeguards line of action of the Gender Policy, carried out a gender-risk analysis as part of the assessment process	N/A	100%
% of operations that having identified gender-based risks included specific gender-based mitigation measures in design	N/A	100%
Mechanism established for tracking the implementation of mitigation measures associated with gender-based risks	0	(2018) 1
<b>Objective 4: Generate and broadly disseminate knowledge on key gender gaps in LAC and evidence on what works to address them.</b>		
Downloads of IDB gender studies/impact evaluations on the IDB publications site	N/A	Monitor <sup>52</sup>
Citations of IDB gender studies/impact evaluations <sup>53</sup>	N/A	Monitor
Analytical studies on priority gender issues completed	48	Monitor
Project impact evaluations that assess gender-related impacts completed	11	Monitor

<sup>48</sup> The inclusion of GRRs in PMRs for projects that did not include GRRs in project results matrices at entry will also be tracked.

<sup>49</sup> The reporting on GRRs in PCRs of projects that did not include GRRs in the project at entry will also be tracked.

<sup>50</sup> The sample was too small to establish a baseline.

<sup>51</sup> Given that some projects modify or eliminate some expected outcomes and outputs during project execution, for several reasons, it is not possible to expect that 100% of projects that included GRRs at entry will have maintained them through to completion.

<sup>52</sup> While it is not feasible to establish targets for four of the indicators included under this objective, they will be monitored and reported on annually in the GAP reports.

<sup>53</sup> This indicator can only be tracked for studies by IDB authors who are registered with Google Scholar.

A GAP knowledge dissemination strategy implemented <sup>54</sup>	0	1
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<sup>54</sup> The results of this strategy will be assessed and reported in the GAP 2017-2019 report.



## 2014-2016 GAP PROGRESS REPORT

### PEC COMMENTS AND RESPONSES

Subject	Comment	Response
<b>Country Strategies</b>		
Improve the inclusion of gender issues in Country Strategies (CSs)	Set gender issues as a priority in CSs and work with Country Representatives to accomplish this.	<ul style="list-style-type: none"> <li>In the GAP 2017-2019, one of the priority areas of action will be to increase the focus on gender equality in country strategies and policy dialogues through the proactive collaboration between SCL/GDI, VPC and VPS. The Bank will support the integration of gender equality issues at key stages of the preparation of these CSs, from the Country Day and the preparation of the Country Development Challenges document (CDCs) to the Overview Paper (OP), draft CS, country policy dialogue(s) and civil society consultation (¶¶2.3–2.10).</li> </ul>
	Produce knowledge products that include the benefits of investing in gender equality.	<ul style="list-style-type: none"> <li>The GAP 2017-2019 states that the Bank will continue to pursue a robust knowledge agenda as part of the GAP 2017-2019 that will support: (i) new analytical studies that explore emerging gender equality issues in the LAC region; (ii) impact evaluations and other analytical work that help to increase the availability of evidence on effective approaches for promoting gender equality across multiple sectors; and (iii) broad dissemination of the results of analytical work to IDB staff, member country governments and civil society, and strategic partners (¶5.1).</li> </ul>
<b>Mainstreaming Gender Equality in Lending Operations</b>		
Increase Gender Mainstreaming in Sovereign Guarantee Loans	Increase the percentage of SG loans that include GRR	<ul style="list-style-type: none"> <li>The GAP 2017-2019 says that the Bank will continue to expand both the quantity and quality of its financial operations that mainstream proactively invest in gender equality and women's empowerment. Specifically, it will (i) develop gender-related strategic lines of action within and across sectors; (ii) integrate gender analysis and lines of action into Bank Sector Framework Documents; and (iii) increase the percentage of Bank projects that integrate a focus on gender equality or women's empowerment in design and execution (gender mainstreaming) (¶3.1, GAP 2017-2019).</li> <li>For details on actions to support gender mainstreaming in project design, see ¶3.18-3.26.</li> </ul>
Improve the monitoring of gender-related results and impacts of IDB operations	Improve the monitoring and measurements of impacts resulted of IDB's actions in the quality of women's lives in the Region.	<p>The GAP 2017-2019, includes the following efforts to improve the monitoring and measurement of impacts:</p> <ul style="list-style-type: none"> <li>The Bank will pursue a robust knowledge agenda as part of the GAP 2017-2019 that will support, between others, the design and implementation of impact evaluations of IDB' and non-IDB financed projects (¶5.1).</li> <li>In addition, the GAP seeks to improve reporting on gender-related results in project results matrices. Special attention will be given to ensuring that gender-related</li> </ul>

		results indicators and targets are monitored in PMRs and reported in Project Completion Reports (PCRs) (¶3.28).
<b>Coordination and Incentives</b>		
Internal Coordination	Include information about the IIC's gender action plan.	<ul style="list-style-type: none"> <li>The IIC is currently preparing an internal gender action plan that delineates how gender equality issues will be integrated into the priority sectors outlined in the IIC's business plan (see footnote 3).</li> <li>IDB-IIC Collaboration. Through 2017-2019, the Bank will continue to collaborate with the IIC to address gender issues in the LAC region, particularly in initiatives that focus on increasing women's economic empowerment and leadership, and where the involvement of both public and private sectors entities promises to amplify resources and results. Areas of collaboration will include, among others: (i) implementation of the "100% Committed to Gender Equality Campaign" (see ¶2.199); (ii) collaboration with external partners whose work spans public and private sectors, such as Data2X and the Global Banking Alliance for Women; (iii) support the expansion of the Gender Parity Initiative in the region; (iv) strengthening the relationship between the MIF and the IIC to pursue collaborative agreements, such as the UN-Global Compact that the Women's Empowerment Principles (WEP) Gap Analysis Tool; and (v) fostering mutual learning between Bank divisions and the IIC that are working on similar gender issues, such as women in STEM and gender and climate change (¶6.4).</li> </ul>
	Include specific information about the coordination between different sectors within the IDBG	<ul style="list-style-type: none"> <li>There are several development challenges identified in the strategic lines of action of the GAP 2017-2019 that require a multi-sectoral approach with contributions across sector divisions of the Bank. During the 2017-2019 period, the Bank will form working groups with representatives from the Bank divisions working on these issues to share knowledge and good practices, identify synergies, develop collaborative initiatives, and track achievements and results (¶3.12).</li> </ul>
External coordination	Include more information regarding coordination with other MDBs.	<ul style="list-style-type: none"> <li>The GAP 2017-2019 states that the IDB will continue to build strategic partnerships with governments, the private sector, non-governmental organizations (NGOs) and other international organizations to leverage resources and know-how to jointly advance gender equality and women's empowerment. The Bank will be both strategic and opportunistic in developing partnerships—and disciplined in tracking their results (¶2.14).</li> <li>The IDB participates in and currently chairs the Working Group on Gender of the MDB's; this group is a forum for the exchange of ideas and collaboration among the MDBs.</li> </ul>
Incentives	Create and adopt a system based on incentives to increase gender inclusion in IDB operations	<ul style="list-style-type: none"> <li>The GAP 2017-2019 says that incentives will include recognition of work that supports gender equality in performance reviews and public recognition for</li> </ul>

		superior work in the promotion of gender equality, through an award and public events (¶6.10).
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**STATUS OF COUNTRY STRATEGIES**

Country	Current Country Strategy	Planned Country Strategy
Dominican Republic	2013-2016	2017-2020
Haiti	2011-2015	2017-2020
Guyana	2012-2016	2017-2021
Guatemala	2012-2016	2017-2022
Bahamas	2013-2017	2018-2022
Brazil	2016-2018	2018-2022
Nicaragua	2012-2017	2018-2022
Ecuador	2012-2017	2018-2023
Barbados	2015-2018	2019-2022
Chile	2014-2018	2019-2022
Colombia	2015-2018	2019-2022
Costa Rica	2015-2018	2019-2022
Honduras	2015-2018	2019-2022
Paraguay	2014-2018	2019-2022
Mexico	2013-2018	2019-2024

**TARGETED TECHNICAL SUPPORT FOR PROJECTS IN EXECUTION: DIVISION OF RESPONSIBILITIES**

Event	Actions	Engagement
Selection of projects	Select projects that have strategic GRRs in the project results matrix across sectors. Choose more than one project with similar proposed actions and results to help facilitate learning within sector lines of action.	Sector division chiefs and team leaders (TL), SCL/GDI and country office Chief of Operations.
	Identify administrative and project resources available.	Sector division chief, TL and SCL/GDI.
Monitoring and evaluation responsibilities	Supervision and monitoring of GRR and corresponding activities.	TL and Project Executing Unit (EU), with support from SCL/GDI or gender consultant.
Project completion	Evaluation of the GRR.	Sector TL and SCL/GDI or gender consultant.
Knowledge Dissemination	Develop and disseminate a technical brief that documents the pilot experience findings and lessons learned.	SCL/GDI.

### KEY QUESTIONS FOR IDB ANALYTICAL WORK

Area	Questions	Divisions <sup>55</sup>
Women's Economic Opportunities	What labor market policies and practices can be used to help increase women's' opportunities to access higher quality / non-traditional jobs?	LMK, GDI, TSP, RES, HUD, SPH, CTI
	How can governments encourage retirement savings among women?	LMK
	What are promising approaches for improving the agricultural productivity of women farmers in LAC?	RND, MIF
	What are the gender-differentiated effects of educational policies on intergenerational income mobility?	SCL, RES
	What are promising practices for improving the productivity of women living in the periphery of urban centers?	HUD, MIF
	What are effective ways to increase the participation of women-led businesses in the provision of goods and services to the government (public procurement)?	FMM
	What are the economic costs of women's underrepresentation in science, technology, innovation, and entrepreneurship activities?	CTI
	What are effects of "soft skills" training and mentoring for women's entrepreneurs?	CMF, RES, MIF
Violence Against Women and Girls	Do integrated services models (like <i>Ciudad Mujer</i> ) effectively address VAWG?	GDI
	What are effective ways to increase institutional and inter-institutional capacity to respond to VAWG?	ICS, SPH
	Do neighborhood improvement projects affect women's perceptions of urban safety?	HUD
	What is the relationship between childhood environment and the criminal patterns of men and women in Latin America?	ICS
	What prevention programs have been most effective to reduce violence against women and girls in LAC?	GDI, EDU
Sexual and Reproductive Health	What are the key ingredients of a multi-sectoral approach/interventions for reducing adolescent pregnancy?	SPH, LMK, EDU, GDI
Women's Leadership/ Participation	How can women's leadership be effectively promoted in the public and private sector? (e.g. quotas)	GDI, HUD
Human Capital Development	How can we reduce gender gaps in math and science learning?	EDU
	How can we effectively promote positive youth development among adolescent/young boys and girls?	EDU, SPH
	How can early childhood care services and curriculum contribute to gender equitable learning opportunities and skills, avoid stereotypes and prevent violence?	SPH

<sup>55</sup> This column identified the divisions that have analytical work underway or in the pipeline (in the form of studies and impact evaluations) to address the identified knowledge gaps, but does not preclude other Bank divisions from cooperating or developing their own studies.

Area	Questions	Divisions <sup>55</sup>
	What are the most effective approaches for involving fathers in positive parenting that are scalable?	SPH, GDI
Institutional Capacity / Public Services	How can we adapt the design and delivery of infrastructure and services to better answer gender-specific needs?	TSP
	What are the gender implications of long-term care services? What are the effects different modalities of care services for the elderly on women?	SPH
	How do gender-differentiated consumption trends affect women's and men's tax burden?	FMM
Climate Change	What are effective ways to engage women in processes of adaptation and mitigation of climate change?	CCS