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ABBREVIATIONS

CIP	Corporate Input Products
DEM	Development Effectiveness Matrix
DEO	Development Effectiveness Overview
ESW	Economic Sector Work
GAP	Gender Action Plan
GCI-9	Ninth General Capital Increase
GRR	Gender Related Results
HRD	Human Resources Department
ICRW	International Center for Research on Women
IFD/CMF	Capital Markets and Financial Institutions Division
IFD/CTI	Competitiveness and Innovation Division
IFD/FMM	Financial and Municipal Management Division
IFD/ICS	Institution Capacity of the State Division
IFD/IFD	Institutions for Development
INE/CCS	Climate Change and Sustainability Division
INE/ENE	Energy Division
INE/INE	Infrastructure and Environment Sector
INE/RND	Environment, Rural Development and Disaster Risk Division
INE/TSP	Transport Division
INE/WSA	Water and Sanitation Division
INT/INT	Integration and Trade Sector
INT/TIU	Integration and Investment Unit
IPWG	Inter-Departmental Gender Policy Working Group
MIF	Multilateral Investment Fund
NSG	Non-Sovereign Guarantee
OMJ/OMJ	Opportunities for the Majority Sector
OPUS	Operation Update System
ORP	Office of Outreach and Partnership
OVE	Office of Evaluation and Oversight
PCR	Project Completion Reports
PMR	Project Monitoring Reports
PROLEAD	Program for the Support of Women's Leadership and Representation
QED	Quality for Effectiveness in Development
RES	Department of Research and Chief Economist
RPD	Regional Policy Dialogue
SCF/SCF	Structure and Corporate Finance Department
SCF/PMU	Portfolio Management Unit
SCL/EDU	Education Division
SCL/GDI	Gender and Diversity Division
SCL/LMK	Labor Markets Unit
SCL/SCL	Social Sector
SCL/SPH	Social Protection and Health Division

SG	Sovereign Guarantee
SPD/SPD	Office of Strategic Planning and Development Effectiveness
SPD/SMO	Strategy Monitoring Division
SPD/SDV	Strategy Development Division
TC	Technical Cooperation
VAW	Violence Against Women
VPC/VPC	Vice Presidency for Countries
VPP/VPP	Vice Presidency for Private Sector and Non-Sovereign Guaranteed Operations
VPS/VPS	Vice Presidency for Sectors and Knowledge
VPS/ESG	Environmental Safeguards Unit
weB	Women Entrepreneurship Banking

I. INTRODUCTION AND BACKGROUND

- 1.1 In 2010 the IDB approved the Operational Policy on Gender Equality in Development (the Gender Policy) and in 2011 it approved its corresponding Gender Action Plan for Operations (GAP) 2011-2012.¹ The Gender Policy seeks to improve the Bank's ability to support its member countries' goals and commitments to gender equality and women's empowerment. It commits the Bank to:
- a) Promote attention to gender equality in Bank projects and analytical work (i.e., gender mainstreaming);
 - b) Seek opportunities for investments and analytical work that directly encourage gender equality or women's empowerment (i.e., direct investment); and
 - c) Avoid unintended negative consequences for gender equality in its operations (e.g., gender safeguards).
- 1.2 The Gender Policy calls for the development of periodic action plans in order to ensure that the policy is applied and progress can be measured; it also specifies that all Bank divisions and units responsible for operations and other activities covered by the Policy will participate in developing the action plans. The first GAP prepared after the approval of the Gender Policy was envisioned for the 2011-2012 period, but it was extended through 2013 in order to ensure that gender mainstreaming in operational sectors took firm root and to coincide with the three-year reporting cycle to the Board of Executive Directors, as mandated by the Gender Policy.
- 1.3 In keeping with the Gender Policy's commitment, the IDB has prepared the GAP 2014-2016, which reinforces the overarching objectives of the previous GAP but updates the priority areas of action based on the results, lessons learned, and best practices developed during the GAP 2011-2013.
- 1.4 The GAP presents the IDB's strategy for implementing the Gender Policy over the 2014-2016 period and is complemented by two documents: (i) the Implementation Guidelines for the Operational Policy on Gender Equality (the Implementation Guidelines); and (ii) the upcoming Gender and Diversity Sector Framework Document (SFD), which will be presented to Bank Management for approval by the end of 2014. The Implementation Guidelines seek to facilitate the implementation of the Gender Policy directives by providing IDB staff with guidance on how to integrate the promotion of gender equality into IDB interventions and corporate results. These guidelines offer criteria and basic tools for systematically assessing the potential contribution of Bank interventions to

¹ The Gender Policy (GN-2531-10), approved in November 2010, became effective in May 2011; anticipating this date, the Gender Action Plan for Operations, 2011-2012 (GN-2531-12) was approved by Bank Management in March 2011.

gender equality, incorporating specific actions to strengthen this contribution, and monitoring and evaluating results. The upcoming Gender and Diversity SFD, on the other hand, will identify Bank priorities related to its work on gender equality and development with identity, and guide operational, dialogue and knowledge generation efforts in these areas for the next three year with member countries, including government and private clients.

- 1.5 The Bank's Gender and Diversity Division (SCL/GDI) was given the responsibility to facilitate the preparation of the GAP 2014-2016, in coordination with the Inter-departmental Gender Policy Working Group (IPWG)² and senior management. The IPWG, which is chaired by SCL/GDI and includes members from departments and divisions across the Bank, was created in order to develop the Gender Policy and has continued to serve as the main vehicle for coordination and implementation of the Gender Policy.

A. GAP 2011-2013 Accomplishments and Lessons Learned

- 1.6 In April 2014, SCL/GDI presented the main findings and recommendations of the Progress Report on the Implementation of the Gender Policy and Gender Action Plan for Operations, 2011-2013 (henceforth 2011-2013 Progress Report) to the Policy and Evaluation Committee of the IDB's Board of Directors. The recommendations contained in the 2011-2013 Progress Report, along with those of the Board of Directors and senior management, served as the basis for developing the objectives and activities of the GAP 2014-2016. An important input to this report was an external evaluation (henceforth, the External Review) of the implementation of the Gender Policy and the GAP 2011-2013.³ Additionally, SCL/GDI took note of the issues and recommendations raised in one of the Office of Evaluation and Oversight (OVE)'s background papers for its Mid-Term Evaluation of the Implementation of the IDB-9 Commitments, Environmental and Social Safeguards, Including the Gender Policy, published in December 2012. SCL/GDI's analysis and recommendations in the progress report strongly align with those of both the External Review and the OVE background paper. Below are the main accomplishments and challenges identified in the 2011-2013 Progress Report.
- 1.7 The objective of the GAP 2011-2013 was to specify Bank-wide actions to contribute to the implementation of the Gender Policy. The GAP 2011-2013 contributed to a significant improvement in levels of gender mainstreaming at the

² The IPWG is composed of focal points from all operational divisions and departments, country offices and strategically important divisions such as those belonging to the Strategic Planning Department (SPD), Environmental and Social Safeguards Unit (ESG), Office of Outreach and Partnerships (ORP), and the Human Resources Department (HRD). Members of the IPWG are responsible for facilitating the implementation of the Gender Policy in their respective divisions or country offices and reviewing Bank-wide reports, action plans and other documents related to the Gender Policy.

³ The external evaluation was prepared by a team supervised by [Caren Grown](#), an economist and gender expert, to lead the evaluation team.

IDB, as indicated by a marked increase in the inclusion of gender-related results in loan operations from 11% in 2011 to 27% in 2013.⁴ Progress was also achieved in the number and amounts of Technical Cooperations (TCs) directly investing in gender equality and women's empowerment. Several factors contributed to these results, including increased gender mainstreaming capacity through gender specialist consultants working in specific sectors, the production of sector-specific technical guides and notes and capacity-building of IDB staff, as well as new institutional incentives such as divisional targets for the inclusion of gender-related results in results matrices and the inclusion of support for gender equality in the performance reviews of Bank employees.

- 1.8 Among the most important challenges that remain are: (i) increasing the quality of gender mainstreaming and gender-related results in Country Strategies and operations; (ii) increasing the number of loan projects that directly invest in gender equality and women's empowerment (direct investment); (iii) closing knowledge gaps on "what works" to promote gender equality and disseminating best practices among policymakers; (iv) institutionalizing gender safeguards review and incorporation of mitigation measures into operations; (v) ensuring the ownership, sustainability, and achievement of gender mainstreaming and results over time; and (vi) improving the country-level focus of activities in order to build awareness among partners of the added value of interventions that promote gender equality.

B. GAP 2014-2016 Objectives

- 1.9 The GAP 2014-16 will support the successful implementation of the Bank's Gender Policy, by expanding and improving the quality of the interventions of the IDB and its partner that seek to promote gender equality and women's empowerment. In order to deepen progress towards the Policy's goals, the GAP 2014-2016 introduces several important changes. The most important change will be the inclusion of specific knowledge and agenda-setting objectives as a centerpiece of the GAP, and the inclusion of a GAP results matrix with targets. This strategy is complemented with corporate tools and incentives to facilitate the achievement of the targets regarding gender mainstreaming, direct investment, and gender safeguards.
- 1.10 The GAP 2014-2016 will provide a new framework through which knowledge—in the form of research documenting the importance of gender equality for development outcomes, impact evaluations of promising interventions and

⁴ The *2011-2013 Progress Report* reported that 37% of SG loan operations approved in 2013 included gender-related results, but it also differentiated between those results that promoted gender equality and those which merely disaggregated project beneficiaries by sex. The 27% figure reported here corresponds to the percentage of projects with gender related results that promoted gender equality (i.e., it excludes those that only disaggregated beneficiaries by sex). Moving forward, the GAP 2014-2016 will use this more stringent definition of gender-related results. For more information, please see the *2011-2013 Progress Report* and Section V.A below.

approaches, rigorous analytical studies related to the key gender gaps in the region, and lessons learned from implementation of policies and programs—will be shared throughout the IDB and communicated to policymakers and stakeholders in the region. The common thread uniting the elements of the knowledge agenda is the fact that gender equality is essential for economic development: by promoting gender equality in project design and execution, Bank projects will have more positive developmental impacts. But this cannot merely be asserted; these impacts must be carefully documented and the information about what works must be disseminated to Bank staff and policymakers.

- 1.11 The new GAP will also ensure that Bank systems track progress on Gender Policy indicators (the main measures of success in meeting the GAP objectives) and that the right tools and incentives are in place to enable Bank staff to develop quality projects that promote gender equality. SPD/SMO and GDI will monitor progress on these objectives and indicators over the three-year period (See Section VI for specific indicators and more detail).⁵
- 1.12 The GAP 2014-2016 includes four specific objectives and corresponding action areas that will contribute to their achievement:

1. Agenda Setting and Partnerships

- 1.13 **Objective 1. Foster strategic partnerships and contribute to setting a public policy agenda to advance gender-responsive policy making and development programing in the region.**
 - a) Increase the presence of gender on the regional development agenda through the use of strategic partnerships, regional policy dialogues, knowledge sharing and other activities (e.g. increased use of social media).
 - b) Improve the integration of a gender perspective into country strategies.
 - c) Establish a strategic focus for addressing key gender issues across Bank operational departments.

2. Knowledge Development

- 1.14 **Objective 2. Contribute to the body of knowledge on key gender gaps in the Latin America and the Caribbean (LAC) region and evidence on what works to address them.**
 - a) Document the importance of gender equality for development outcomes, both by synthesizing existing research and by undertaking rigorous analytical studies in areas related to the important gender gaps in the region.

⁵ SPD and GDI will also collaborate to define additional measures, if needed, to effectively track quality of gender mainstreaming.

- b) Conduct impact evaluations and other analytical work to identify successful approaches in promoting gender equality in key areas (e.g., violence against women and women's economic empowerment).

3. Knowledge Sharing and Capacity Building

1.15 Objective 3. Share knowledge and build the capacity of IDB staff and partners to analyze development issues from the perspectives of the women and men likely to be benefited or affected, and to implement evidence-based approaches that address these issues.

- a) Improve the capacity of IDB staff to undertake sector-specific gender analyses (including the identification of gender-based risks), develop specific activities in projects to promote gender equality, and measure gender-related results. This amounts to ensuring that a concern for gender equality becomes part of the IDB's core work.
- b) Disseminate the results of analytical work to governments and civil society in the region.

4. Improving Performance

1.16 Objective 4. Improve the Bank's performance on gender mainstreaming, direct investment and gender safeguards through the use of corporate tools and incentives.

- a) Increase the percentage of Bank projects that include actions to promote gender equality or women's empowerment and improve the monitoring of gender mainstreaming across all stages of the project cycle (ranging from inclusion of high-quality indicators that capture projects' contributions to gender equality in the design phase to systematic monitoring during project execution).
- b) Increase the number and volume of loan operations and TCs that have as their principle objective the promotion of gender equality or women's empowerment (direct investment).
- c) Ensure the systematic analysis of gender-based risks in IDB operations and the inclusion of appropriate mitigation measures.
- d) Promote gender equality in operations through incentives in performance review systems for Bank staff and management.
- e) Promote gender equality in corporate and project procurement processes.

1.17 The remainder of this document details actions that will be undertaken in each of these areas, along with associated performance targets. It is important to note that the ability to fully achieve these performance targets hinges on adequate budget

and staffing for the GAP. We expect that administrative and transactional budgets will need to be complemented by additional trust fund resources.

II. AGENDA SETTING AND PARTNERSHIPS

- 2.1 During the 2014-2016 period the IDB will be more proactive in engaging regional policymakers, the private sector, and civil society by sharing evidence-based solutions, lessons learned, and policy recommendations on how to best promote gender equality in the region. Through this engagement, the Bank seeks to ensure that: (i) gender equality issues are prioritized in the regional development agenda and at the country level, leading to increased demand for evidence-based interventions (either as direct investment operations or mainstreamed within IDB-financed projects); and (ii) there is country demand for inclusion of gender equality issues in the Bank's country strategies. Additionally, Bank operational departments and divisions will focus on a series of key strategic gender priorities outlined below in Section C.

A. Engaging in Partnering with Regional Policymakers, the Private Sector, and Civil Society

- 2.2 The IDB will continue to actively seek out partnerships with governments and organizations in order to: (i) leverage IDB resources with those of partners interested in co-investing in specific, innovative projects; and (ii) amplify the business case and promote the inclusion of gender equality in the regional development agenda.
- 2.3 **The main vehicle for engaging with public sector policymakers will be the Gender Equality Regional Policy Dialogue (RPD)**, which will hold its first meeting in 2014. This RPD will allow the Bank to deepen its relationship with regional policy makers and improve policy making in support of gender equality. The RPD will offer a forum to exchange ideas, discuss challenges and explore solutions related to the achievement of gender equality, which in turn will inform the operational and analytical agenda of the Bank in this area. In particular, the RPD will: (i) systematize evidence on what works to enhance gender equality, as well as on the impacts of gender inequality on development and economic growth; (ii) promote high-level meetings to analyze challenges faced by countries and to discuss effective and feasible interventions to achieve gender equality; (iii) foster the exchange of information and knowledge among policy makers and leaders of the region on successful initiatives supported by the Bank and other institutions or organizations; and (iv) promote south-south cooperation as well as partnerships with other stakeholders.
- 2.4 As a complement to the launch of the Gender Equality RPD, the IDB will launch the Network of Women Leaders in the Public Sector (Red PROLID), a new virtual initiative of the Bank that seeks to create a platform for sharing information and ideas among Latin American women leaders in the civil service.

The main purpose of the Network will be to increase women's leadership in the public sphere and provide them with tools for including a gender perspective in their sectors' agendas.

- 2.5 **Strategic Partnerships:** The IDB will continue to partner with private sector actors and NGOs to leverage the specific know-how and resources of the Bank and its partners to promote innovative, quality investments in women's empowerment and gender equality. The IDB's experience with this type of partnership has grown substantially over the past five years. Recent examples include the Coletivos program, a Multilateral Investment Fund (MIF) and Coca-Cola Company US\$16 million platform that promotes economic opportunities for women and youth entrepreneurs in low-income communities; the IDB partnership with Global Banking Alliance for Women (GBA4W), a leading organization of financial institutions driving women's wealth creation around the world; and *Salud Mesoamérica 2015, Making a Difference in Child and Maternal Health*. During the period of the GAP 2014-2016, the Bank will seek to deepen the effectiveness and scope of existing partnerships as well as pursue new partnerships in priority areas, such as violence against women.
- 2.6 Partnerships with other development actors: The IDB will develop joint analytical work, seminars, and study tours for policymakers with other multilateral development banks in order to build synergies, share knowledge, and leverage resources in the region.⁶ For example, in 2014 the IDB, through its Program for the Support of Women's Leadership and Representation PROLEAD initiative, will sponsor the participation of staff from regional LAC governments to participate in an Asian Development Bank seminar highlighting best practices on promoting women's agency, empowering women economically, and reducing violence against women. The IDB is also leading analytical work—with the participation of other multilateral development banks—on identifying interventions which are most effective in promoting women's labor force participation. Finally, the IDB, in collaboration with the World Bank, will hold a series of seminars on gender-related impact evaluations and studies undertaken by NGOs, multilateral and bilateral development agencies, and regional governments.
- 2.7 The IDB will engage and energize civil society and the public at large by mainstreaming a gender perspective into its civil society fora and by using the best platforms to disseminate IDB knowledge products and ideas that make the business case for gender equality. Starting in 2014, the Bank will communicate on developments such as new studies, projects, and technical notes through the IDB's gender portal, gender twitter account, and the gender blog *¿Y si hablamos de igualdad?*

⁶ Many of these collaborations will be undertaken under the auspices of the Multilateral Development Bank Gender Working Group.

B. Integrating Gender Equality into IDB Country Strategies

- 2.8 Overall, the percentage of approved country strategies including gender-related results increased from 29% in the 2006-2010 Gender Policy baseline years to 47% (9 of 19) in 2011-2013. While this progress is encouraging, there is room for improvement; the OVE report *Environmental and Social Safeguards, Including the Gender Policy and the Progress Report on the Gender Policy and GAP 2011-2013* noted that there is only a weak correlation between analytical work developed for country strategies (in the form of gender policy notes) and the inclusion of gender in these strategies. This suggests that the preparation of country gender notes alone is insufficient to incorporate gender in country strategies and that additional actions are needed.
- 2.9 Going forward, the Bank will continue to prioritize country gender policy or sector notes for countries where there is expected to be significant interest on the part of the governments in addressing gender issues, especially via direct investment. The Bank will also finalize the gender policy and sector notes currently underway for seven country strategies—five that are scheduled for approval in 2014 and two in early 2015.⁷
- 2.10 Further, two additional actions will be given greater attention during the period of this action plan: (i) gender analysis and actions to address gender inequalities will be included in other VPS sector notes; and (ii) VPC, in close coordination with VPS, will seek opportunities to promote gender equality and women's empowerment in the preparation of new country strategies.
- 2.11 **When the Bank carries out** public consultations associated with country strategy preparation, it will seek to consistently promote the participation of women and gender-focused organizations from the public and private sectors.

C. Strategic Priorities of Public Sector Departments

- 2.12 As noted above, IDB sector departments and divisions made significant progress mainstreaming gender during the 2011-2013 period. Moving forward, sector departments will prioritize gender mainstreaming activities in the areas outlined below; this list, developed in conjunction with the respective departments, is not meant to be comprehensive or preclude new areas of focus emerging during the 2014-2016 period.
- 2.13 **The Infrastructure Department and Environment (INE)** will promote gender equality in the design and execution of infrastructure projects by: (i) fostering greater participation of women as both decision-makers and beneficiaries in rural development projects (water and sanitation, electricity, climate change adaptation and mitigation, and irrigation); (ii) ensuring that transport infrastructure projects

⁷ Gender policy notes have been drafted for the Barbados, Chile, Paraguay, El Salvador, Honduras, Costa Rica and Panama country strategies.

are accessible and safe, and incorporate women's and men's specific needs regarding mobility; (iii) increasing female farmers' access to agricultural services that address their roles and needs; and (iv) expanding employment opportunities for women who are underrepresented in the sector (e.g., transport workers). INE will build on promising experiences developed during 2011-2013 such as increased participation of women on local rural water and sanitation committees and training women to use heavy machinery to increase their employability associated with infrastructure projects.

- 2.14 **The Institutions for Development Department (IFD)** will promote gender equality by: (i) seeking to reduce violence against women through citizen security and urban development projects, in collaboration with GDI and other Bank divisions; (ii) supporting women entrepreneurs through projects which seek to improve competitiveness or develop MSMEs; (iii) ensuring that policymakers undertaking fiscal, institutional, and financial reforms consider gender-differentiated impacts or identify resources for addressing gender gaps; (iv) supporting the role of women as decision-makers in the public sector; and (v) decreasing the number of women and men—but with a focus on indigenous women—who do not have official identity documents.
- 2.15 **The Social Sector Department (SCL)**, including SCL/GDI, will seek to mainstream gender across all its areas of interventions. Priority activities will focus on: (i) reducing maternal mortality and adolescent pregnancy through health sector projects; (ii) promoting equitable gender norms in its health sector, youth development, early childhood development, and primary /secondary education projects; (iii) promoting women's economic empowerment to increase female labor force participation rates and entry into higher-paying, non-traditional sectors; (iv) addressing both the prevention of Violence Against Women (VAW) and the provision of quality services to women survivors; and (v) addressing the issue of indigenous girls' education and significantly higher school drop-out rates among boys in many countries of the region.
- 2.16 **The Integration and Trade Department (INT)** will help women entrepreneurs to overcome the challenges they face accessing business networks through targeted trade fairs, fostering the participation of women owned businesses in value chains, and connecting women entrepreneurs to business opportunities. INT will also seek to incorporate women-led businesses into international markets and value chains (through, for example, Connect Americas on-line community) and include gender equality and women's empowerment issues in design of trade policies and in training for trade officials.

D. Strategic Priorities of Private Sector Departments

- 2.17 The private sector of the Bank is strongly committed to promoting gender equality, and in the case of SCF and MIF, strategic objectives are being developed to mainstream gender in all projects. The private sector windows will work together to build synergies and share lessons learned under the Gender Private

Sector Working Group, which includes SCF, MIF, Opportunities for the Majority (OMJ), and the Inter-American Investment Corporation (IIC). All IDB private sector windows will focus on supporting the development of women entrepreneurs and employed women while at the same time ensuring the equal participation of women and men in project decision-making and access to project-related benefits.

- 2.18 Support women entrepreneurs and the growth of their businesses: SCF and MIF will expand the Women Entrepreneurship Banking (weB) initiative, which seeks to help financial institutions implement lending models that support growth in women's small and medium-sized businesses. This initiative will benefit from a series of MIF interventions that the MIF is developing to test innovative models to strengthen growth in women-led micro, medium, and small enterprises (MSMEs) by providing different combinations of technical assistance, training, mentoring, capital, and business networks.
- 2.19 Promote the implementation of inclusive policies in private sector entities that increase women's labor force participation in high productivity sectors, improve their working conditions, and close gender pay gaps. SCF will continue to employ Shared Value Appraisals⁸ by helping clients to develop strategies to promote gender equality through corporate processes (human resources, capacity building, and supply chain integration). All private sector windows will work with their clients to inform them of the business case for including policies that promote gender equality.

III. KNOWLEDGE DEVELOPMENT

- 3.1 The GAP knowledge development agenda is focused on the key gender gaps that characterize the region and—among these gaps—areas in which the Bank is well-positioned to provide support to governments and the private sector. The knowledge products developed as part of this agenda will take several forms, including analytical studies, impact evaluations, and sector-specific technical notes or guides.
- 3.2 What are the key challenges for gender equality in the region for which there are still important knowledge gaps? They are not, for the most part, the “first generation” gender issues such as access to education, maternal mortality and infant mortality of girls that still characterize African and South Asian countries. The World Economic Forum's *Global Gender Gap Report 2013* notes that Latin America and the Caribbean has closed 70% of its gender gap⁹ and ranks second

⁸ Please see the Technical Cooperation RG-T2200: Shared Value Appraisals: Defining the Business Case for Development Partnerships with Indigenous Peoples, African Descendants and Women.

⁹ The Global Gender GAP Index benchmarks national gender gaps on economic, political, education and health criteria, and provides country rankings that allow for effective comparisons across regions and income groups, and over time. The Index rewards countries that reach the point where outcomes for

only to North America on the sub-indices pertaining to Educational Attainment and Health and Survival.¹⁰

- 3.3 The LAC region, on the other hand, faces important “second generation” gender equality issues regarding women’s economic empowerment, violence against women, adolescent pregnancy, and women’s participation in decision-making. Despite increases in female labor force participation, LAC has female participation rates that are quite low given the region’s high levels of income per capita.¹¹ Women still earn 17% less than men,¹² women’s businesses are smaller than men’s, and women female workers are more likely to be in lower productivity sectors than their male counterparts. These low labor force participation rates mean that poverty rates are higher than they would be if more women were working; a study for Chile conducted by the IDB and the World Bank, demonstrates that increasing female labor participation in Chile to LAC average levels would reduce poverty by 15% and extreme poverty by 20%.¹³
- 3.4 Research by the Pan American Health Organization, the World Health Organization, UNFPA and the IDB has identified two other second generation issues of gender inequality that are especially crucial in the LAC region: high rates of violence against women and adolescent pregnancy. Rates of intimate partner violence (the most common form of violence against women and the form for which comparable, cross-country data are most readily available) in LAC rank behind only South Asia, the Middle East and Africa among the world’s regions; the LAC rate is above those in Western Asia, Eastern Europe and Russia, and high income countries.¹⁴ Approximately 30% of women in LAC have been victimized at some point in their lives by physical or sexual violence by an intimate partner. These rates of victimization exceed those for any other type of crime in the region; in contrast, robbery affects a minor proportion of the population, the UNDP concluded that one in five people in the LAC region report being a victim of robbery.¹⁵ Several studies have estimated the significant impacts of intimate partner violence in LAC on the economies of the region; estimate of

women equal those for men, but it neither rewards nor penalizes cases in which women are outperforming men in particular indicators.

¹⁰ Specific advances include: i) on average, women in LAC now have higher educational attainment than men; ii) women’s labor force participation has increased substantially; iii) maternal mortality rates are among the lowest in the world at 85/10,000 live births (second lowest in the developing world after the East Asia & Pacific region; and iv) the share of parliamentarians who are female, at 25%, is the highest in the developing world. (For i-iii, see World Bank, *World Development Indicators 2013*. For iv), see Inter-Parliamentary Union [PARLINE Database](#)

¹¹ Analysis conducted by SCL/GDI. Scatterplot available upon request.

¹² On average women earn 10% less than men in the region but when holding education and age constant; women earn 17% less than men. Atal, J.P., H. Ñopo y N. Winder. 2009. *New Century, Old Disparities: Gender and Ethnic Wage Gaps in Latin America*. Working Paper No. 109. IDB.

¹³ IDB et al. 2007. *Cómo capitalizar el potencial económico de Chile ampliando las opciones laborales de la mujer*. Washington, DC.

¹⁴ World Health Organization, 2013. *Global and regional estimates of violence against women: prevalence and health effects of intimate partner violence and non-partner sexual violence*. WHO.

¹⁵ UNDP 2013. *Regional Human Development Report 2013-2014. Citizen Security with a Human Face: Evidence and Proposals for Latin America*

output lost from intimate partner violence range from 1.6 to 3.0% of gross domestic product.¹⁶ While the LAC region has rates of adolescent pregnancy that are very close to the average for developing regions, the LAC region stands out as one of the regions in the world with the slowest pace in decreasing teenage pregnancy rates in the last 15 years (the annualized rate of decline was 1.25%). While in 1997, South Asia teen pregnancy rates reached 127/1000 births, in 2010, its rate was 73/1000. In contrast for the same periods, Latin America rate was 80/1000 births and 72/1000 births respectively.^{17/18} Finally, while advances in women's political participation are welcome, women continue to face barriers to make decisions about their own lives and are underrepresented in decision-making positions in communities, companies, political office, and the public sector. Fewer than one in five mayors in LAC are women.¹⁹ In an analysis for 345 companies across countries in Latin America,²⁰ women hold only 5% of board positions. Additionally, women hold only 20% of the senior management positions in the LAC region.²¹ While data on decision-making at the household and individual level are limited, studies have found that women in lower socioeconomic groups and with less education make fewer decisions within their households, meaning that advances in women's agency have not been equally distributed over the population.²²

- 3.5 Because of both resource constraints and comparative advantage, the IDB's research agenda should be selective; over the 2014-2016 period, the Bank will focus its analytical work (including studies and impact evaluations) on identifying promising interventions that work to reduce violence against women, empower women economically, reduce adolescent pregnancy, and promote voice and participation in decision making (see Table 1 for key knowledge gaps and divisions undertaking analytical work in these areas in 2014-2016). While developing this analytical work, the Bank will continue to work with and build synergies with relevant actors which are filling gender knowledge gaps such as the World Bank, other regional development banks, universities and NGOs.
- 3.6 **Women's Economic Empowerment.** Despite women having achieved parity in educational attainment in the region—and in many countries now outperforming men—women still lag behind men in terms of labor force participation and earnings. The IDB will seek to build knowledge on how it can best promote women's labor force participation, the entry of women into higher-paid jobs, and support the growth of women-owned businesses. While there is a large literature

¹⁶ Morrison and Orlando, 1999; Universidad de los Andes, 2004.

¹⁷ World Bank, 2012. Teenage Pregnancy and Opportunities in Latin America and the Caribbean on Early Child Bearing, Poverty and Economic Achievement. Washington, D.C.

¹⁸ Loaiza, Edilberto and Mengjia Liang, 2013. Adolescent Pregnancy: A Review of the Evidence. New York, UNFPA.

¹⁹ United Nations Statistics Division.

²⁰ McKinsey & Co., 2013. Women Matter: A Latin American Perspective.

²¹ IFC, 2014. Enterprise Surveys data query

²² Centre for Sociological Research, Faculty of Social Sciences, University of Leuven, Belgium. Corresponding author: Maira Covre-Sussai.

documenting constraints that limit female labor market participation and entrepreneurship, there is limited rigorous empirical evidence of what works to encourage female employment or grow women-owned businesses in the LAC region. The analytical agenda in this regard includes studies, pilot interventions, and impact evaluations to better understand how to: (i) strengthen the abilities of working age women and the measurement of those abilities to facilitate job matching; (ii) increase women's participation in non-traditional careers; (iii) reduce existing barriers in financial markets through financial regulation, training and provision of capital; (iv) increase women's labor force participation in better jobs by promoting higher labor market flexibility; (v) child care policies that promote women's labor market participation; and (vi) increase formality, productivity, and business growth of women-owned businesses. Current analytical efforts underway in the Bank include a series of studies on caring services and women's labor market insertion in Chile and evaluations, led by the MIF, on interventions which provide capacity building, mentoring, and technical assistance to women entrepreneurs. The latter will build on results of recent evaluations such as the one for the Multilateral Investment Fund's (MIF) Strengthening Women Entrepreneurs in Peru project which found that short, telenovela-based training sessions for women entrepreneurs led to changes in business practices such as more women assigning themselves fixed salaries, less use of informal credit sources, and increases in efficiency.

- 3.7 **Violence Against Women (VAW).** Increasing the level and effectiveness of investments against VAW requires identifying the risk factors associated with VAW and best practices that produce results and can be replicated and scaled up. The Bank will develop analytical work to bridge gaps on risk factors and causes of VAW (e.g. links between VAW and economic empowerment) and will expand upon ongoing work to identify best practices in VAW reduction. The IDB, in collaboration with the World Bank, will develop a resource guide on violence against women that will outline effective interventions in a variety of sectors to reduce violence against women (e.g. education, health, citizen security and natural disaster prevention). The IDB is also committed to measuring the impact of its efforts to offer integrated services and innovations in violence prevention. Rigorous impact evaluations are underway for the *Ciudad Mujer* project in El Salvador, as well as for complementary interventions in El Salvador that seek to change gender norms among youth in order to reduce violence against young women. Impact evaluations are also being designed for, among others, a project in Peru that harnesses microcredit to explicitly focus on preventing VAW, for analyzing the impact of early childhood education programs on VAW, and for a series of programs targeting violence among young couples in Central America. During the new GAP, the Bank will seek to package and market the results of these impact evaluations so that the sum is greater than the component parts.
- 3.8 **Adolescent pregnancy.** Public policies in the past have focused on sexual health education and meeting unmet need for contraception to address adolescent pregnancy, but studies conducted by the IDB note that, in isolation, many of these interventions have not been effective. The IDB will build on several studies and

impact evaluations it developed in the 2011-2013 period, which focused on evaluating the impact on adolescent pregnancy of different interventions such as CCTs, information about loans and scholarships for tertiary education, and online sexual health education. During 2014-2016, the IDB will identify the effectiveness of integrated interventions (which combine traditional approaches with efforts to modify gender norms and aspirations) seeking to reduce adolescent pregnancy such as projects related to *Salud Mesoamerica 2015 Initiative*.

TABLE 1. GAP 2014-2016: KEY KNOWLEDGE GAPS FOR ANALYTICAL WORK

Area	Knowledge Gaps	Divisional Analytical Work ²³
Women's Economic Empowerment	How can governments effectively increase women's labor force participation? What is the role of caring services?	GDI, VPS, LMK
	What characteristics in childcare services reduce women's time spent on caregiving (and hence increase women's ability to work or train) while providing the adequate standards for children's development?	VPS, GDI
	Which interventions promote women's entry into higher-paid positions or reduce gender wage gaps?	GDI, RES
	What are the effective combinations of interventions that work to promote growth of women-led MSMES?	MIF, CMF, FMM
	Does increasing women's ability to save and plan for their business investment can unleash the potential of women's business growth?	MIF
Violence Against Women	What are the factors that lead to increased risk of VAW?	GDI
	What are the most cost-effective interventions for preventing VAW?	GDI
	How can the IDB prevent VAW and provide quality services to survivors through different operational sectors?	GDI, ICS, MIF
	Do interventions that change gender norms (especially among youth) reduce violence against women?	GDI
Adolescent Pregnancy	What are the most efficient interventions in reducing adolescent pregnancy?	EDU, SPH, GDI
Women's Voice and Agency	How can women's participation in legislative, minister-level, or higher levels of public office be promoted?	GDI
	What challenges are women in the private sector facing in reaching senior management positions and what can be done to support their rise in regional corporations?	RES, GDI, MIF
	What is the impact of tax policies on gender equality?	FMM
	Do project design elements that proactively promote gender equality have clear impacts on 1) women's satisfaction with or use of the infrastructure/ infrastructure service, 2) women's empowerment; 3) the sustainability of the infrastructure /infrastructure service?	TSP, WSA, ENE, FMM, GDI

3.9 Women's agency and participation in decision-making. Over the last two decades, LAC has witnessed two important trends: (i) increasing participation of women in legislatures (women, on average, increased their representation in

²³ 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.

national elected office from 5% in 1990 to 23% in 2013) and cabinets (women cabinet ministers in IDB-member LAC countries increased from 8% in 1998 to 22% in 2012); and (ii) participatory innovations that have created new institutional spaces for participation.²⁴ Despite the new spaces for citizen engagement, women continue to have less capacity than men to exercise agency. The IDB will develop evidence on what works to improve the participation of women in public office and incorporate women's perspectives/needs in local, state, and national policies. Studies will also include identification of the state of women in senior management in the private sector and the challenges women face to get to top positions in companies. In addition, the Bank will continue developing project design elements that promote gender equality in infrastructure projects (largely via increased participation of women in project design and execution), and evaluating the impacts of these new designs both on women's empowerment and the sustainability and effectiveness of the projects.

IV. KNOWLEDGE SHARING AND CAPACITY BUILDING

- 4.1 *The 2011-2013 Progress Report* found that the quality and depth of gender mainstreaming in general, and of gender results indicators in particular, varied greatly across projects. While there were 59 sector-specific workshops and learning events and 13 dissemination events from 2011-2013, the External Review found that Bank staff felt that their capacity to mainstream gender was constrained by resources, lack of technical support/expertise, and insufficient relevant data. In addition, the External Review found that Bank staff had different ideas of what gender mainstreaming means and what is expected of them regarding the implementation of the Gender Policy. Hence, the central focus during 2014-2016 will be on: (i) continuing and expanding the offer of sector-specific expertise to provide technical expertise; (ii) focusing on sector-specific capacity building using sector-specific knowledge products as a base;²⁵ (iii) building capacity at the country-level to ensure gender elements in design are applied through execution; and (iv) strengthening internal networks for sharing knowledge and data. More detail on each of these actions is provided in the following paragraphs.
- 4.2 **Expand sector-specific expertise to support the design and execution of operations.** In order to support project teams in the development and implementation of high quality gender-related results, the Bank will continue to provide gender expertise in sectors where gender issues have traditionally been more difficult to integrate or where demand for such expertise is greater. Coverage will be expanded to new sectors as additional resources permit or as

²⁴ These new forms of participation include small-scale deliberation and collective action at the local level such as participatory budgeting processes, consultative and communal councils, and more.

²⁵ See Annex I for a list of sector-specific gender technical notes and guides that were produced over the 2011-2013 period; new notes will be developed over 2014-16.

sectors previously covered develop their own installed capacity to mainstream gender issues.

- 4.3 **Expand sector-specific capacity building and the dissemination of knowledge products.** The Implementation Guidelines for the Gender Policy and the sector-specific gender technical notes developed during the 2011-2013 and 2014-2016 periods of the GAP, will form the base for a series of sectorial learning events for Bank operational staff and, when applicable, counterparts. The knowledge and emerging good practices developed by IDB staff and counterparts themselves will be featured,, to increase the sense of ownership of the learning process. The MIF will also pilot a “train the trainers” approach with its regional staff so that they can help executing agencies ask the right questions during project implementation and collect sex-disaggregated data for results indicators.
- 4.4 The Bank will also focus on developing gender workshops for strategic core and other non operational divisions with important roles in the project cycle such as development effectiveness²⁶ and safeguards specialists (ESG).
- 4.5 In addition, an IDB gender portal will be created to combine all the relevant knowledge products in one easy to access place for both internal and external audiences. The new Gender and Diversity blog will also be used strategically as a dissemination tool.
- 4.6 **Support country offices and executing agencies in order to ensure the achievement of gender-related results in project execution** through country-level gender workshops and capacity building events for Bank and executing agency staff. Country offices will outline gender mainstreaming activities in their Country Diversity and Inclusion Plans.
- 4.7 **The Gender Champions Network** will be composed of the Inter-Departmental Gender Policy Working Group (IPWG) gender focal points and other gender champions who are leading gender equality initiatives or projects throughout the Bank. This community of practice will serve as a space to: develop and disseminate lessons learned, innovations and new knowledge; motivate staff; promote collaboration and coordination; and recognize staff and consultants who are doing superior work.

²⁶ Development effectiveness instances include the Strategic Planning Division (SPD/SDV), Portfolio Management Unit (SCF/PMU), and the Development Effectiveness Unit (MIF/DEU).

V. IMPROVING PERFORMANCE ON GENDER MAINSTREAMING DIRECT INVESTMENT, AND GENDER SAFEGUARDS THROUGH THE USE OF CORPORATE TOOLS AND INCENTIVES

- 5.1 The activities within each of the three preceding sections will help build demand in the region for evidence-based solutions that promote gender equality and increase the capacity of the IDB to implement these interventions proactively (through direct investments or mainstreaming activities) or preventively through safeguard mitigation measures. The Bank will also strengthen the relevant tools and incentives that will improve the quality of these interventions and ensure a gender perspective is integrated into key operational and corporate processes.

A. Integrating and Monitoring Gender throughout the Project Cycle

- 5.2 In order to spur the promotion of gender equality in Bank projects and the monitoring of gender related activities, the Bank will undertake activities in the areas outlined below.
- 5.3 Formalize Bank-wide and division-specific targets for the inclusion of gender-related results in loan operations. The External Review of the previous GAP found that setting divisional targets for inclusion of gender into projects was an effective strategy; thus, these targets will be continued moving forward. By 2016, the Bank-wide target is 40% of sovereign guarantee loan operations including gender-related results in their results matrices compared to a baseline of 27% in 2013.²⁷ Note that this 40% target uses a strict definition of a gender-related result and excludes projects that only provide a sex-disaggregation of project beneficiaries. In particular, indicator baselines and targets should specify separate results for men and women that capture progress in reducing gender inequalities or promoting gender equality and women's empowerment.²⁸
- 5.4 **Use sound vertical logic for gender-related results proposed in loan operations.** During the period of the GAP 2014-2016, emphasis will be placed on ensuring that operations seeking to achieve gender-related results include the analysis and actions needed to substantiate and achieve the results. Project teams

²⁷ The Progress Report on the Implementation of the Gender Policy and GAP 2011-2013 reported that 37% of SG loan operations approved in 2013 included gender-related results, however, it also differentiated between those results that promoted gender equality and those which were merely desegregating beneficiaries. Moving forward, the GAP 2014-2016 will use the more stringent definition of gender-related results which noted that 27% of 2013 loans fit the most stringent definition. For more information please see the report.

²⁸ In order to develop these gender-related results, indicators usually require data to be sex-disaggregated. While sex disaggregation of indicators is important and mandated by the Gender Policy, a sex-disaggregated indicator does not by itself measure changes towards gender equality or women's empowerment (see Annex II for examples). For more information, on developing quality gender-related results please see the [Implementation Guidelines for the Operational Policy on Gender Equality](#).

can make strategic use of in-house and outsourced gender expertise, Operational Inputs (OIs), and knowledge products produced as part of the GAP to help them to develop quality proposals from a gender perspective.

- 5.5 **Include the monitoring of gender-related activities/results within projects in project monitoring tools.** During the 2011-2013 period, the IDB made important strides in incorporating key Gender Policy indicators in its monitoring systems. Gender-related results are now monitored through the Operational Update System (OPUS) project management system and the Project Monitoring Report (PMR) system, which tracks indicators during project implementation. Additionally, the Development Effectiveness Matrix (DEM) for sovereign guarantee loans includes a Gender Additionality Box.²⁹ The GAP 2014-2016 will ensure the monitoring of gender-related results in operations by using the Bank's project review and monitoring mechanisms:
- a) **Regional departments will support the integration of a gender perspective in loan operations** by monitoring the inclusion of gender analysis, actions and gender-related results in early phases of project review (i.e., ERM).
 - b) **SPD/SDV, in coordination with GDI, will work with project teams to help improve the quality of the project logic that leads to gender-related results during project design and execution.** These projects' gender-related results will be monitored throughout the project cycle: initially, in the project's results matrix and Development Effectiveness Matrix (DEM), and subsequently, in Project Monitoring Reports (PMR) and Project Closing Reports (PCRs) in order to ensure that gender activities and results are achieved. The new PMR system, launched in 2014, includes a gender "flag" functionality, which will allow project teams and SPD divisions to monitor both gender-related results and sex-disaggregated indicators. In 2014, GDI will work with SPD in order to disseminate the methodology for filling out the gender components in the DEM, the PMR system, and the newly updated gender box in OPUS.
 - c) Similarly, the **development effectiveness windows of SCF, OMJ, and MIF will explore the development of similar functionalities in their respective project monitoring and quality review systems and processes for NSG operations.** The MIF's Quality for Effectiveness in Development (QED) tool and the NSG DEM will include components to review gender mainstreaming in operations. The MIF's revised QED will provide scores for the inclusion of gender in the project problem diagnostic, beneficiary assessment, activities, and monitoring and evaluation. Further, the MIF's Corporate Results Framework and Project

²⁹ Project teams should mark the project as offering gender additionality when the project, while not including gender-related results in its results matrix: i) has included concrete actions to promote gender equality and the needs of women and men in the design, implementation, monitoring or evaluation of the interventions; and ii) has incorporated measures to prevent, avoid or mitigate any adverse gender impacts or risks of gender-based exclusion identified in the project risk analysis.

Supervision Report (PSR) system as well as the OMJ IRIS project monitoring system will continue to sex-disaggregate all beneficiary-level indicators.

- d) **GDI will continue to review projects by employing its gender mainstreaming classification³⁰** to ensure that gender-related results are derived from a sound project logic that includes gender analysis, activities to promote gender equality, and their respective results.

5.6 **Implement the Gender Policy mandate to sex disaggregate beneficiary-level indicators in SG and NSG loans.** In both sovereign and non-sovereign guarantee loan operations that target direct beneficiaries (e.g. students, small producers, entrepreneurs, etc.), the Bank will continue to disaggregate project beneficiary indicators by sex, particularly for those regional output indicators mandated by GCI-9. The GAP goal for 2015 is that 70% of SG loans (up from 53% in 2013) and 100% of NSG loans (up from 85% in 2013) that record information on the direct beneficiary population disaggregate associated indicators by sex. Sex-disaggregation is vital in order to establish sex-disaggregated baselines and targets and to perform gender analyses.

5.7 Finally, it is important to note that **positive incentives can catalyze support for gender mainstreaming.** The External Review of the previous GAP noted that more incentives, both informal and formal, should be used to motivate and recognize staff. Formal incentives will include recognition in performance reviews. Informal incentives will include public recognition for superior work in the promotion of gender equality.

B. Direct Investment Loans and Technical Cooperations

5.8 During the GAP 2011-2013, direct investment took two principal forms: (i) loan operations to promote gender equality and women's empowerment; and (ii) technical cooperation and investment grant-financed projects to test innovative ideas and help bring them to scale.³¹ In this period, the Bank approved the *Ciudad Mujer* loan in El Salvador (ES-L1056) and the *Mother and Child Hospital Network* Strengthening Program in Honduras (HO-L1072). The total dollar amount approved for TCs and MIF grants directly investing in gender equality and women's empowerment almost doubled from US\$10.6m in 2011 to US\$19.4m in 2013.

5.9 During the GAP 2014-2016 period, the Bank will continue to promote opportunities to develop loan operations and grants that directly invest in gender

³⁰ This classification exercise, used by GDI since 2002, assesses gender mainstreaming across the entire loan proposal document (from problem analysis to monitoring and evaluation), and assigns a gender mainstreaming rating of: None, Minimal, Partial, Significant, or Best Practice. Loans and country strategies with a partial, significant, or best practice rating are considered to "include gender." Loans may include gender-related results in the results matrix but score "none" or "minimal" on the classification (for more information on this methodology, see Annex III).

³¹ Gender sector notes seek to both mainstream gender across sectors and promote direct investment operations.

equality and women's empowerment that respond to the demands of our regional members, particularly to solve issues requiring multisectoral approaches. Through the use of Multi Donor Gender and Diversity Fund (MGD) and other trust funds, the Bank will provide resources to pilot, evaluate, and scale up direct investment operations. Specific strategic opportunities include the provision of quality integrated services for women, addressing the underlying causes of VAW, reducing adolescent pregnancy, and promoting women's access to economic opportunities and supporting women entrepreneurs.³²

C. Gender Safeguards

- 5.10 The new *gender safeguards* were implemented on a pilot basis by the Environmental and Safeguards Unit (ESG) over 2011-2013, and 368 loan and grant operations were screened for gender-based risks during this period. Additionally, ESG prepared three Social and Gender Impact Assessments. In 2014, a series of technical notes on gender safeguards will provide the basis to train ESG staff and project team leaders in order to improve their capacity to screen for gender-based risks.
- 5.11 During 2014-2016 the Bank will universally apply gender safeguards tested in the pilot phase in the project approval process and ensure that loan operations include prevention or mitigation measures in their design when necessary. In mid-2014, ESG will increase the human resources dedicated to addressing gender safeguards to enable them to move beyond the safeguards pilot to more systematically implement the safeguard provisions in the Gender Policy by reviewing projects and providing support to project teams in the development of mitigation measures when appropriate.

D. Diversity and Inclusion Strategy

- 5.12 In 2012, Bank Management approved the institution's first Diversity and Inclusion Framework (D&I Framework, GN-2684), which defines a set of responsibilities and priority actions for fostering diversity and promoting an inclusive work environment at the Bank. The D&I Framework and the GAP have important synergies. The inclusion of support for gender and diversity in CareerPoint has been instrumental in showing senior management's commitment on these issues and ensuring that this commitment permeates the organization. A second synergy is provided by the Diversity and Inclusion departmental and country office action plans developed under the D&I Framework. Many of these action plans will highlight the D&I action area "promoting diversity and inclusion in all we do," including operational work. During the GAP 2014-2016 period, the Bank will continue to include gender and diversity in the CareerPoint performance review of staff and management, and develop gender activities and results within D&I action plans.

³² When projects are in new areas for which evidence of effectiveness is limited, they will be rigorously evaluated in order to assess their impact on gender equality and women's empowerment.

E. Procurement Initiative

- 5.13 The IDB recognizes the importance of diversity in supply chains for promoting women-owned businesses. This is the case whether the supply chain is for goods and services the Bank purchases for its internal needs via corporate procurement or for goods and services provided to the executing agencies of projects financed by the Bank. The EVP, along with the Administrative Services and Corporate Procurement Division (BDA/ACP), HRD, SCL/GDI, and MIF, will launch an initiative in 2014 to promote the hiring of women and women-owned firms through IDB corporate procurement contracts.³³ In addition, the Bank will pilot the initiative within project procurement processes in a set of countries.

VI. GAP 2014-2016 RESULTS MATRIX

- 6.1 **GAP 2014-2016 Results Matrix.** Unlike the previous GAP, the GAP 2014-2016 includes a results matrix with baselines and targets; this is done both to provide increased levels of accountability and generate realistic expectations about what can be achieved by the new GAP.³⁴ Sovereign guarantee and non-sovereign guarantee operations will be reported on separately (in line with how the Bank has been reporting to-date on the indicators), given their very different nature.
- 6.2 As called for in the Gender Policy, the Bank reported on the progress of implementing the Gender Policy in 2011 and 2012 in the Development Effectiveness Overview (DEO) as well as in the Bank's Sustainability Review. However, the Bank has not yet systematically reported on these Gender Policy indicators in the DEO or the Annual Business Reviews as called for in the Gender Policy. In 2014, the Bank will take advantage of the incorporation of gender results monitoring in Bank systems in order to systematically report on Gender Policy indicators. SPD and GDI will work closely to ensure systematic reporting in the Annual Business Review (ABR) and DEO of the GAP 2014-2016 results matrix.

³³ As part of this initiative the IDB has become an official member of WeConnect International which identifies, educates, registers, and certifies women's business enterprises based outside of the U.S. that are at least 51% owned, managed, and controlled by one or more women, and then connects them with multinational corporate buyers. Through the WeConnect membership the Bank will draw on their wealth of knowledge and experience in the region, and use their tools to serve both as a resource and to put us in touch with certified providers.

³⁴ Please note that the indicators reported in this results matrix differ slightly from the Gender Policy institutional monitoring indicators for the Gender Policy, mainly by differentiating between: loans and grants; sex-disaggregated and gender-related results indicators; and sovereign and non-sovereign guarantee operations.

- 6.3 Table 2 presents indicators and targets for the objectives of the GAP 2014-2016 (see 1.12¶ for a discussion of the objectives).³⁵ Targets are provided for most—but not all—indicators.³⁶

³⁵ Note that there are no indicators proposed for the objective “a strategic focus on specific opportunities to promote gender equality and women’s empowerment in areas identified by Bank departments”. This is because departmental commitments and targets are still being developed at this time.

³⁶ For two indicators, baseline data are not yet available and consequently targets have not yet been established. For one indicator with baseline, work on defining appropriate targets is ongoing

TABLE 2. GAP 2014-2016 RESULTS MATRIX

Indicators	2011-2013 results	2014-2016 Targets
GAP 2014-2016 Main Objective: Support the successful implementation of the Bank's Gender Policy by expanding and improving the quality of the interventions of the IDB and its partners that seek to promote gender equality and women's empowerment.		
% of sovereign guarantee loans including gender-related results in their results matrices that also include gender analysis and actions in their design ³⁷	13.8%	40%
% of country strategies with gender-related results in their results matrices that also include gender analysis and actions in the CS document.	21% ³⁸	50%
Objective 1. Foster strategic partnerships and contribute to set a policy agenda to advance gender-responsive policy making and development programing in the region.		
1.1. Strategic Partnerships, policy dialogues and social media		
# of Regional Policy Dialogues and High-level Dialogues with Private Sector Stakeholders on gender issues completed.	0	5
Network for Women in Public Sector launched and administered.	0	1
Gender Policy and GAP results dissemination events with regional governments and civil society implemented.	3	2
IDB Gender Web Resources Portal & Blog established and consistently administered	0	2
1.2. Country Strategies		
% of country strategies with gender-related results in their results matrices	47%	60%
% of country sector notes prepared for country strategies that include gender analysis and actions	TBD ³⁹	TBD
Objective 2. Contribute to the body of knowledge on key gender gaps in the LAC region and evidence on what works to address them.		
2.1. Analytical studies and synthesizing existing research		
Analytical studies on priority gender issues initiated	9	9
Sector-specific gender technical briefs or guides published	14	10 ⁴⁰
Sector Framework on Gender and Diversity	0	1
2.2. Impact evaluations		

³⁷ This indicator aims to assess the quality of the design of loans with gender-related results in the results matrices by tracking the portion of loans that ALSO received a partial, significant, or best practice rating in the gender mainstreaming classification exercise. This exercise, used by GDI since 2002, assesses gender mainstreaming across the entire loan proposal document (from problem analysis to monitoring and evaluation), assigning a rating of: None, Minimal, Partial, Significant, or Best Practice (see Annex III for the classification methodology.)

³⁸ The baseline for this indicator reflects CSs with gender-related results in their result matrices that were ALSO rated in the gender classification exercise to have partial or significant gender mainstreaming. The classification criteria for country strategies (see Annex III) may be fine-tuned during the GAP period.

³⁹ The mechanism and criteria for tracking this indicator will be defined in collaboration with SPD and VPC.

⁴⁰ Given that greater emphasis will be placed on sector learning and dissemination of knowledge products during the GAP 2014-2016, fewer new sector-specific notes/ guides will be published.

Indicators	2011-2013 results	2014-2016 Targets			
Project Impact Evaluations that assess gender-related impacts completed ⁴¹	6	10			
Objective 3. Share knowledge and build capacity to strengthen the ability of IDB staff and partners to analyze development issues from the perspectives of the women and men likely to be benefited or affected, and to implement evidence-based approaches to address these issues.					
3.1 Staff capacity building					
# of IDB staff who participated in learning events on gender analysis, mainstreaming and/or safeguards ⁴²	1,380	1,500			
% of IDB staff trained on gender analysis and mainstreaming reporting they have increased knowledge to integrate gender into their work.	TBD ⁴³	TBD%			
3.2. Dissemination of the results of analytical work					
Gender Impact Evaluation Results Dissemination Event	0	1			
Objective 4. Improve the Bank's performance on gender mainstreaming, direct investment and gender safeguards through the use of corporate tools and incentives.					
4.1 Gender mainstreaming across the project cycle	2013	2014	2015	2016	
% of sovereign guarantee loans including gender-related results in their results matrix	27% ⁴⁴	30%	35%	40%	
% of sovereign guarantee loans disaggregating project beneficiaries by sex in results matrix (as % of projects with identifiable beneficiaries)	53%	60%	65%	70%	
% of non-sovereign guarantee loan operations including sex-disaggregated indicators (as % of projects with identifiable beneficiaries)	85% (2013)	90%	95%	100%	
% of PMRs for sovereign guarantee loans reporting on gender-related results included in their results matrix	20% (2013)	TBD	TBD	TBD% ⁴⁵	
% of sovereign guarantee loan PCRs that include specific gender related results in their results matrix that report satisfactory results for actions to foster gender equality	38% (2012)			60%	
4.2. Direct investment in gender equality and women's empowerment ⁴⁶					
# of SG and NSG loans directly investing in gender equality or women's empowerment	2	3			
% of technical cooperation grants directly investing in gender equality or women's empowerment	4%	6%			

⁴¹ During the GAP 2014-2016 period, SPD and GDI will explore the possibility of tracking the percentage of all project impact evaluations that include a gender perspective.

⁴² Data on staff participants in learning events will be analyzed to ascertain which individuals have participated in more than one learning event. In addition, participation in general vs sector-specific training will be distinguished. Finally, staff that has not yet received gender training will be given highest priority during GAP 2014-2106, as needed.

⁴³ Baseline for this indicator can be established only for 2013 learning events.

⁴⁴ The Progress Report reported that 37% of SG loan operations approved in 2013 included gender-related results, however, it also differentiated between those results that promoted gender equality and those which were merely desegregating beneficiaries. Moving forward, the GAP 2014-206 will use the more stringent definition of gender-related results 27% of 2013 loans fit this definition. For more information please see the report.

⁴⁵ The targets for PMRs will rely on the ability of the Bank to implement the new gender-related results flag and sex-disaggregation options in the new PMR and OPTIMA systems being introduced in the second quarter of 2014.

⁴⁶ Direct investments are projects (loans, investment grants, TCs) that have as their primary objective the promotion of gender equality or women's empowerment.

Indicators	2011-2013 results	2014-2016 Targets		
	(2013)			
% of MIF grants directly investing in gender equality or women's empowerment	21%	30%		
4.3 Gender Safeguards				
% of loan operations that are screened for potential adverse gender impacts	60%	80%	90%	100%
4.4. Performance review				
% of Vice-Presidents including operational and corporate gender equality targets in their career management targets	100%	100%	100%	100%
4.5 Procurement processes				
Strategy for Promoting Gender Equality in IDB Corporate and Project Procurement established	1	1		

TBD = to be determined.

SECTOR-SPECIFIC GENDER TECHNICAL NOTES AND GUIDES GAP 2011-2013¹

Title	Division
Published Notes	
Neighborhood upgrading: technical note for the incorporation of a Gender Equality Perspective	FMM
Citizen Security and Violence Against Women: Technical note for the incorporation of a Gender Equality Perspective	ICS
Violence against Women and Justice Systems: Technical note for the incorporation of a Gender Equality Perspective	ICS
Guide for the inclusion of Gender in Bus Rapid Transit Systems	TSP
Guide on Incorporating Gender into Sexual, Reproductive and Maternal health initiatives	SPH
Trade and Gender: Advances in the Process of Gender Mainstreaming in Trade Operations	INT
Gender in MIF projects Technical Note	MIF
Implementation Guidelines for the Operational Policy on Gender Equality in Development	GDI
Women in Science and Technology: What Does the Literature Say?	CTI
Mainstreaming Gender in Compete Caribbean Projects	CTI
The Business Case for Gender Inclusion in Latin America and The Caribbean	SCF
Engaging Clients on Gender and Diversity: Industry and Services	SCF
Engaging Clients on Gender and Diversity: Agribusiness	SCF
Engaging Clients on Gender and Diversity: Infrastructure	SCF
Engaging Clients on Gender and Diversity: Financial Services	SCF

¹ When a new note is published, it will be uploaded to the IDB's [Gender webpage](#).

SEX-DISAGGREGATED VS. RESULTS CONTRIBUTING TOWARDS GENDER EQUALITY

Expected Outcome	Outcome Indicator	Baseline	Target	Does it contribute to gender equality?
Increased share of engineers with advanced human capital	Percentage of engineers with masters degrees or doctorates out of all engineers devoted to R&D	25%	35%	No, it does not list separate results for women and men.
Increased share of female and male engineers with advanced human capital	Percentage of engineers with masters degrees or doctorates out of all engineers devoted to R&D	M: 20% F: 10%	M: 30% F: 15%	No, this is sex disaggregated, but does not close the gender gap. ¹
Increased share of female and male engineers with advanced human capital while decreasing the gender gap among degree holders	Percentage of engineers with masters degrees or doctorates out of all engineers devoted to R&D	M: 20% F: 5%	M: 22% F: 10%	Yes, since the target seeks a reduction in the gender gap and lists results for men and women separately. ²
Increased participation of smallholders in sustainable agroforestry value chains	Number of smallholders participating in value chains	200	2000	No, it does not list separate results for women and men.
Increased participation of female & male smallholders in sustainable agroforestry value chains	Number of female and male smallholders participating in value chains	M: 150 F: 50	M: 1500 F: 500	No. The indicator is sex disaggregated, but does not close the gender gap.
Increased participation of female and male smallholders in sustainable agroforestry value chains while decreasing the gender gap in participation	Number of female and male smallholders participating in value chains	M: 150 F: 50	M: 300 F: 250	Yes, since the target seeks a reduction in the gender gap and lists results for men and women separately

M = male, F = female

For more information, on developing quality gender-related results please see the [Implementation Guidelines for the Operational Policy on Gender Equality](#).

¹ Note that the gap is not reduced whether it is measured as a ratio or as an absolute number of percentage points.

² In this case, the gap is reduced whether measured as a ratio or as an absolute number of percentage points (either measure would be an acceptable indicator.)

GDI RATING CRITERIA FOR GENDER MAINSTREAMING CLASSIFICATION IN IDB LOANS AND COUNTRY STRATEGIES

I. Rating Criteria for Loan Documents (Design): All loan proposals approved in a given year will be classified according to the following methodology.

A. Rating Matrix

	N/A*	0	1	2	3	Score
Gender Focus in:						
Problem Identification/Social Assessment						(Maximize possible total, 3)
Program Objectives/ Components						X 2 (Maximum total, 6)
Measures for Project Execution						(Maximum total, 3)
Monitoring and Evaluation						(Maximum total, 3)
Total Score						___/15

B. Rating Categories

None = 0-1; Minimal = 2-5; Partial = 6-9; Significant = 10-13; *Best practice* = 14-15

C. Guiding Questions

1. Problem Identification/Social Assessment

- a. Were gender issues identified/assessed? Was a gender analysis conducted and relevant gender issues identified as part of project preparation? (e.g. differential roles, needs, constraints or opportunities of women/girls as compared to men/boys, and/or between women from different social, ethnic, economic and age groups as they relate to the problem or sector under analysis.
- b. Are relevant data disaggregated by sex?
- c. Are anticipated benefits/impacts of the proposed operation for both women and men (girls and boys, when relevant) referenced?

2. Project Objectives/Components

- a. Do project objectives/components contribute to promoting greater gender equality and to addressing women or men's priority needs?
 - i. Will expected project outcomes contribute to greater equality between women and men?
 - ii. Will expected project outputs contribute to women's empowerment, including strengthening opportunities, capabilities and/or security? (Note: If specific gender issues are identified for men or boys, also consider if expected project outputs will contribute to increasing boys' or men's opportunities, capabilities and/or security).
 - iii. Are specific measures included to promote the active participation of women and men in decision-making processes?
- b. Examples of positive outcomes or outputs:
 - i. Increased access to quality services (responsive to women's and men's needs).
 - ii. Increased and greater equality of access to information.
 - iii. Increased and greater equality of access to resources or assets (including credit, technical inputs, and property).
 - iv. Increased and greater equality of access to employment or other income-generating opportunities, with equal wages, benefits, etc.
 - v. Increased participation and greater equality in decision-making processes and leadership.

- vi. Reduced gender-based biases in public policies, laws, institutions, or programs.
- vii. Reduced gender gaps identified for boys or men.

3. Measures for Project Execution

- a. Have institutional mechanisms and/or capacity building activities been incorporated into project design to facilitate quality execution of gender elements. Examples:
 - i. Hiring gender experts or assigning responsibility for gender-specific actions within the executing agency.
 - ii. Gender training, technical assistance, or studies for the counterpart or other agencies involved in execution.
 - iii. Involvement of ministries/institutes of women's and/or NGOs, CBOs representing local women.
- b. Are gender-specific actions considered in program promotion, communication or social marketing strategies? Have gender dimensions of the design been incorporated into the operations manual (e.g. gender-specific eligibility or selection criteria for subcomponents or beneficiaries, etc.).
- c. Has budget been assigned to ensure the implementation of gender-specific components/actions?

4. Monitoring and Evaluation:

- a. Are gender-specific output and/or outcome indicators included in the results framework? (Note: If both output and outcome indicators are included, give the highest rating).
- b. Have targets been established for women versus men's benefits and participation?
- c. Is the collection of sex-disaggregated data required in the monitoring and evaluation of the project?
- d. Have baseline data been collected to enable the measurement of project outcomes/outputs for women versus men?

II. Rating Criteria for Country Strategy Documents

- A None** = no reference to gender or women.
- B Minimal** = a) brief mention of gender or women in the diagnostic/development challenges; and/or b) general reference to incorporating a "gender perspective" or "gender equality."
- C Partial** = 1) gender issues identified in the diagnostic/development challenges; and 2) specific actions/interventions proposed in at least one strategic focus areas.
- D Significant** = 1) multiple gender issues identified in diagnostic/development challenges; and 2) specific actions incorporated into two or more strategic focus areas and the lending program.
- E Best Practice** = 1) multiple gender issues identified in the diagnostic/development challenges; 2) specific actions incorporated into two or more strategic focus areas; 3) proposals for addressing a gender issues in the lending program; and 4) gender-specific indicators.

III. Criteria and methodology for selection for Technical Cooperation Projects (TCs) Directly Investing in Gender Equality and Women's Empowerment

This exercise counts Technical Cooperation Projects that are IDB grants and can be identified by a "T" in front of the approval number and MIF grants that can be identified with an "M" in front of the approval number. A TC is considered to directly invest in gender equality and women's empowerment when one or more of the following conditions are met:

1. The operation directly addresses gender equality strategic issues such as reproductive health, maternal health, human trafficking or violence against women;
2. The operation identifies women as the principal beneficiary group of the project, such as in projects aimed at improving livelihoods, micro and SMEs, and others;
3. The operation mentions gender or women issues in the title and main objective.

An operation TC operation that includes a component that includes one or more of the above criteria are not considered direct investments, unless the component influences the entire operation to create equal opportunities or combat gender discrimination.