



# 2015 Annual Progress Report on the Implementation of the **Gender Action Plan** 2014-2016



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DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

**2015 ANNUAL PROGRESS REPORT ON THE IMPLEMENTATION OF THE  
GENDER ACTION PLAN FOR OPERATIONS (2014-2016)**

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ABBREVIATIONS	
ACP	Administrative Services and Corporate
BDA	Budget and Administrative Services Department
CAN	Country Department Andean Group
CBL	Country Office of Belize
CCS	Climate Change and Sustainability Division
CDC	Country Development Challenges
CID	Country Office of The Country Department Central America, Mexico, Panama and Dominican Republic
CIP	Corporate Input Product
CMF	Capital Markets and Financial Institutions Division
CS	Country Strategy
CTI	Competitiveness and Innovation Division
EDGE	Global Business Certification Standard for Gender Equality
EDU	Education Division
ENE	Energy Division
ESG	Environmental Safeguards Unit
ESW	Economic Sector Work
EXR	Office of External Relations
FMM	Financial & Municipal Management Division
FMP	Office of Management and Procurement Services
GAP	Gender Action Plan
GDI	Gender and Diversity Division
GRR	Gender-Related Result
HRD	Human Resources Department
ICS	Institution Capacity of the State Division
IDBG	Inter-American Development Bank Group
IFD	Institutions for Development
IIC	Inter-American Investment Corporation
INE	Infrastructure & Environment Sector
INT	Integration and Trade Sector
IPWG	Inter-Departmental Gender Policy Working Group
ITE	Information Technology Department
KNL	Knowledge and Learning Sector
LAC	Latin America and the Caribbean
LGBT	Lesbian, Gay, Bisexual, Transgender
LMK	Labor Markets Unit
MDB	Multilateral Development Bank
MIF	Multilateral Investment Fund
MOOC	Massive Open Online Courses
NSG	Non-Sovereign Guarantee
OMJ	Opportunities for the Majority Sector
PCR	Project Completion Reports
PMR	Project Monitoring Reports
RES	Department of Research and Chief Economist
RND	Environment, Rural Development & Disaster Risk Division
SCF	Structured and Corporate Finance Department
SCL	Social Sector
SG	Sovereign Guarantee

SPD	Office of Strategic Planning and Development Effectiveness
SPH	Social Protection and Health Division
TC	Technical Cooperation
TSP	Transport Division
VAW	Violence Against Women
VPC	Vice Presidency for Countries
VPF	Office of the Vice President for Finance and Administration
VPP	Vice Presidency for Private Sector and Non-Sovereign Guaranteed Operations
VPS	Vice Presidency for Sectors and Knowledge
weB	Women Entrepreneurship Banking
WEF	World Economic Forum
WSA	Water and Sanitation Division



## I. INTRODUCTION

### A. Objective

- 1.1 The main objective of this report is to provide information on the actions undertaken and results achieved during the second year of implementation of the Gender Action Plan for Operations, 2014-2016 (GAP). It also recommends areas of action that should receive priority attention to ensure the achievement of the GAP targets by the end of its three-year period.
- 1.2 The Gender and Diversity Division, Social Sector (SCL/GDI) prepared this report in consultation with members of the Inter-Departmental Gender Policy Working Group (IPWG), division chiefs, and gender consultants hired to support the implementation of the GAP. The principal audience of this document is the IDB's Executive Vice President and senior Bank Management, as well as the Bank's IPWG and other staff contributing to GAP implementation.
- 1.3 This report, along with the 2014 GAP Progress Report, will serve as inputs for the three-year report on the implementation of the IDB's Gender Policy (OP-761) and GAP that, in accordance with the policy's requirements, will be submitted for information to the IDB Board of Executive Directors during the first semester of 2017.

### B. Background

- 1.4 The GAP 2014-2016 has four specific objectives:
  - a) *Agenda Setting and Partnerships*. Foster strategic partnerships and contribute to setting a public policy agenda to advance gender-responsive policymaking and development programming in the region.
  - b) *Knowledge Development*. Contribute to the body of knowledge on key gender gaps in the LAC region and evidence on what works to address them.
  - c) *Knowledge Sharing and Capacity Building*. 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.
  - d) *Improving Performance*. Improve the Bank's performance on gender mainstreaming, direct investment and gender safeguards through the use of corporate tools and incentives.
- 1.5 The current GAP's objectives and priority actions were modified based on the results and lessons learned from the previous GAP 2011-2013. The most important changes introduced in this GAP were: (i) an agenda-setting objective aimed at elevating the position of gender equality on the policy agendas across Latin America and the Caribbean; (ii) increased attention to the quality of gender mainstreaming in projects; (iii) greater focus on knowledge development and dissemination; and (iv) a results matrix with specific targets.



## II. PROGRESS ON THE GAP PRIORITY AREAS OF ACTION

- 2.1 This section of the report presents the progress associated with each of the GAP's four specific objectives. It confirms that the IDB continued to make measurable progress across all of the GAP's priority areas, meeting or exceeding most of the targets established in the results matrix for 2015. The most noteworthy achievements include: (i) increased levels of gender mainstreaming in sovereign guarantee (SG) loans, both in terms of the quantity and quality; (ii) an increase in the overall amount of resources approved for operations that directly invest in gender equality and women's empowerment; (iii) greater engagement with public and private sector stakeholders aimed at elevating the position of gender equality on the regional policy agenda; (iv) a robust portfolio of research initiatives and impact evaluations that are contributing to closing gender knowledge gaps; and (iv) implementation of broad reaching learning and knowledge dissemination events aimed at increasing capacity and awareness among IDB staff, member country counterparts and other regional stakeholders (see [Infographic of GAP Results](#)).

### A. Agenda Setting and Partnerships

- 2.2 In 2015, the IDB undertook several important actions aimed at increasing the presence of gender equality issues on the regional policy agenda. These efforts included: (i) increased attention to gender equality in the IDB's institutional strategy and corporate results framework; (ii) high-level dialogues with regional stakeholders and strategic partnership building with actors working on gender issues; (iii) use of social and digital media to increase awareness of regional gender issues; and (iv) the provision of analytical inputs to help position gender as a strategic priority during the preparation of IDB country strategies.

#### 1. IDB Institutional Strategy and Corporate Results Framework

- 2.3 In 2015, the Board of Governors of the IDB approved the [Update to the Institutional Strategy 2010-2020](#) (UIS) that reflects the current development priorities in the region and serves as a roadmap for the IDB Group's work over the next four years. The UIS identified "gender equality and diversity" as one of the three cross-cutting themes<sup>1</sup> affecting the main development challenges that it prioritizes –social exclusion and inequality, low productivity and innovation, and lack of regional economic integration. The UIS focus on gender goes beyond the IDB-9 institutional strategy focus, which positioned gender and diversity as part of the sector priority "social policy for equity and productivity."<sup>2</sup> Further, the updated [Corporate Results Framework 2016-2019](#) (CRF) included a broader set of indicators to help improve the measurement of the Bank's contribution to gender equality and women's empowerment; it introduced an indicator on gender and diversity strategic alignment, and specific Country Development Results (CDRs) indicators on women's economic empowerment (*% Formal employment of women* and *# Women beneficiaries of economic empowerment initiatives*).

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<sup>1</sup> The two other cross-cutting issues are Climate change and environmental sustainability, and Institutional capacity and rule of law.

<sup>2</sup> Report on the Ninth General Increase in the Resources of the Inter-American Development Bank, (AB-2764).

The CRF also encourages the disaggregation by sex of most CDRs that track beneficiaries of IDB operations.<sup>3</sup>

## 2. Policy Dialogues and Strategic Partnerships

**Table 1**  
**GAP Indicators and Results: Policy Dialogues and Strategic Partnerships**

Indicators	2014-2016 Targets	2014 Results	2015 Results
# of Regional Policy Dialogues and High-level Dialogues with private sector stakeholders on gender issues completed	5	2	4

Source: GAP, 2014-2016 and SCL/GDI review.

- 2.4 In 2015, the Bank hosted or co-hosted four high-level dialogues with public and private sector stakeholders that highlighted gender issues and promising approaches for addressing them. First, the IDB, in collaboration with the Government of Panama, included a high-level discussion on “Women’s Economic Empowerment: Good for Women, Good for Business and Good for Development” in the second CEO [Summit of the Americas](#) (April 2015, Panama City). Second, SCL, SCL/GDI and CID hosted the event [“Three Women Who are Changing the Region: Women’s City, a Transformative Model”](#) (November 2015, Washington DC), with the participation of the Secretary of Social Inclusion of El Salvador, Vanda Pignato, the First Lady of Honduras, Ana Garcia de Hernández; and the Vice President of Dominican Republic, Margarita Cedeño. Third, the MIF and SCF sponsored the Global Banking Alliance for Women (GBA) Data Symposium to examine data gaps in financial services for women (see ¶2.20), which was linked to the fourteenth [GBA Annual Summit](#) (September 2015, São Paulo).<sup>4</sup> After the symposium, the Chilean Financial Regulation Superintendent proposed the inclusion of the issue of sex-disaggregated data on the agenda of the Association of Banking Supervisors of the Americas (ASBA). Finally, INT hosted the annual Latin American and Caribbean Outsourcing and Offshoring Forum [Outsource2LAC](#) (November 2015, Guadalajara), where 500 business people and government officials discussed the latest trends in the services sector and business opportunities in LAC; the Forum included a panel on “Empowering Women Entrepreneurs in the Services Sector.” As a result of the panel, participants gained knowledge of the IDB’s work on women’s economic empowerment and new private sector actors working on entrepreneurship joined the ConnectAmericas initiative (see ¶2.53).
- 2.5 In addition, the Bank integrated a focus gender equality issues into two VPS Regional Policy Dialogue (RPD) meetings. First, IFD/ICS led discussions on good practices for improving regional statistics on violence against women (VAW) during its [Citizen Security Week](#); as a result, four on-going IFD/ICS TCs

<sup>3</sup> The IDB Corporate Results Framework, 2012-2015 called for the disaggregation by sex of 5 regional output indicators, whereas the Updated CRF, 2016-2019 encourages sex disaggregation for all projects that have indicators capturing individual beneficiaries.

<sup>4</sup> The IDB joined the GBA initiative in 2013 and its active membership, has led seven IDB client banks from the LAC region joining the alliance (there were no GBA member banks from LAC prior to 2013). These IDB clients can now access cutting-edge knowledge and technical expertise needed to target the women’s market.

- that include actions to address VAW were strengthened. Second, SCL/GDI highlighted the role of indigenous women in the management and preservation of biodiversity in the first RPD meeting on Indigenous Peoples. As a follow up to this RPD meeting, the IDB decided to expand its outreach to indigenous women's organizations working on biodiversity for the 2016 UN Permanent Forum on Indigenous Peoples.
- 2.6 Another noteworthy accomplishment was the official launch of the [Network of Women Leaders in the Public Sector](#) (*Red PROLID*). This virtual online platform aims to strengthen women's leadership in the public sector in Latin America and the Caribbean and to promote greater visibility for gender equality on the region's political agenda (see Box 1). The most widely debated issue on the platform in 2015 was how the public sector, including female leaders, is using social media.
- 2.7 The IDB engaged in five new partnerships in 2015 with different development actors to develop joint analytical work and share knowledge to advance gender equality in both the public and private sectors. From the public sector, an IDB-UN Women memorandum of understanding was developed to expand collaboration in the area of VAW, citizen security and women's economic empowerment; it will be signed in early 2016. From the private sector, four new partnerships were led by the MIF, including: (i) the design of a Gender Equality Diagnostic Tool for companies to benchmark their progress towards gender equality, in collaboration with SCF and the UN Global Compact; (ii) a joint agreement between Chile's Ministry of Economy and the Chilean business associations committed to increasing women's participation in private-sector leadership by 2019; (iii) the development of the initiative Women in Leadership and on Boards with the Quito Chamber of Commerce; and (iv) an agreement with Women in Public Policy and the United States Small Business Administration to increase the share of women accessing public procurement contracts in the Dominican Republic and Chile.
- 2.8 The IDB also initiated dialogue with other organizations during 2015 to forge new partnerships to leverage resources for gender equality in the region that are expected to bear fruit in 2016 (e.g. UNDP-ECLAC, the London School of Hygiene & Tropical Medicine, and WEF).

**Box 1. PROLID Network: the Region's First Online Network to Strengthen Women's Leadership in LAC's Public Sector**

SCL/GDI officially launched [Red PROLID](#) during the second semester of 2015, through virtual and face to face events in 6 countries. These included a jointly sponsored event by the IDB, the Ministry of Woman and Vulnerable Populations and IDEA International in Peru, and presentations in the events of other international organizations held in Washington DC, Paraguay, El Salvador, Dominican Republic and Brazil.

Since its launch, women in the region have shown strong interest in this new initiative. By March 2016, it had attracted 1,380 registered members and 10,640 followers in Facebook. Red PROLID has also posted 16 [interviews](#) of female leaders, 10 [articles](#) in its blog and 4 in SCL/GDI's [blog](#).

### 3. Social and Digital Media

- 2.9 The IDB has increased its use of social and digital media to engage regional stakeholders and civil society on key gender equality and women's empowerment issues, such as persistent gender gaps, economic empowerment, VAW, and women's leadership. As part of the GAP Communication Strategy, the IDB gender website was updated throughout the year with information on new impact evaluations and gender tools. Further, the SCL/GDI blog [¿Y si hablamos de igualdad?](#)<sup>5</sup> published 52 blog posts on gender equality issues and gender initiatives in the region; it became the IDB's fifth-most popular blog in 2015, with 187,000 blog page views (an increase of over 100% from 2014) and 2,400 blog subscribers (compared to 1,664 in 2014).
- 2.10 Other divisions of the Bank also featured gender equality much more prominently in their blogs in 2015, with SCF's [Sustainable Businesses](#) and SCL/SPH's [Gente Saludable](#) blogs being the most active. Examples of the issues addressed are: gender equality in private sector companies and operations in the LAC region, women's health and childcare, gender in infrastructure sectors including transport, energy and water, VAW in citizen security, job training and adolescent pregnancy, gender gaps in education, and women's leadership (see [Social and Digital Media](#)).
- 2.11 In addition to social media, the IDB also increased its use of digital media, including six new videos aimed to raise awareness on important gender issues. TSP produced three videos on issues related to gender and transport; SCL/SPH developed the video contest "[Como Amigo. Te Lo Digo](#)" to raise awareness on unplanned adolescent pregnancy among youth;<sup>6</sup> SCL/EDU produced two videos on gender gaps in learning and popular stereotypes regarding gender roles; and IFD, in partnership with SCL/GDI, developed a video on the challenges LGBT populations face in the LAC region.<sup>7</sup> All these media productions have been uploaded in video-sharing websites such as the IDB channels in Vimeo and YouTube (see [Social and Digital Media](#)).

### 4. Gender Mainstreaming in Country Strategies

**Table 2**  
**GAP Indicators and Results: Country Strategies**

Indicators	2014-2016 Targets	2014 Results	2015 Results
% of Country strategies that include gender-related results in their results matrix	60%	75% (3 of 4)	50% (3 of 6)
% of Country Strategies with gender-related results in their results matrices that also include gender analysis and actions in the CS document	50%	66%	100%

Source: GAP, 2014-2016 and SCL/GDI review.

<sup>5</sup> The blog was launched in March 2014, in celebration of International Women's Day.

<sup>6</sup> The call received over 130 videos from participants between 13-18 years old in the region.

<sup>7</sup> The video was presented during an informal technical briefing on LGBT issues hosted by the IDB Board of Executive Directors in October 2015.

- 2.12 The mainstreaming of gender equality into Country Strategies (CSs) continues to be a priority area of focus under the GAP. In 2015, the percentage of IDB CSs approved that included gender-related results (GRRs) was 50% (3 of 6). This is lower than the percentage reported in 2014 (75%); nonetheless, the combined total for the first two years of the GAP is 60% (6 of 10), which is on track to meet the overall target of 60% for the 2014-2016 period (see Table 2).<sup>8</sup> The strategic areas that were prioritized in the three CSs with GRRs (Colombia, El Salvador and Uruguay) were women's labor force participation, VAW, girl's access to education, maternal health, and women's financial inclusion. It is also worth noting that while the other three CSs approved in 2015 did not include GRRs (Barbados, Costa Rica and Panama), they did include brief references to gender issues.
- 2.13 With regards to the quality of the attention to gender issues in the country strategies approved in 2015, all three CSs that included GRRs also included some gender analysis and actions in the CS document; this result is above the 2014-2016 target of 50% established for this indicator. There is, however, room for improvement here: only the Colombia CS included significant gender mainstreaming.<sup>9</sup>
- 2.14 2015 was a year of transition within the Bank with regards to the country strategy preparation process. While some country strategies approved in 2015 followed the processes used in previous years, others piloted new procedures that were formalized with the approval of the new Country Strategy Guidelines (GN-2468-9) by the Board of the IDB and IIC in November 2015. These new guidelines emphasize the inclusion of the UIS cross-cutting issues, including gender, as well as the development of an integrated diagnostic for each country, called Country Development Challenges (CDCs).
- 2.15 In this context, SCL/GDI and other divisions of the Bank continued to prepare country-level gender analytical inputs<sup>10</sup> as the main vehicle for facilitating attention to gender in CSs, while gradually moving away from stand-alone sector notes. Analytical inputs on gender issues were provided by SCL/GDI for 5 of the 6 country strategies approved in 2015,<sup>11</sup> including Colombia, El Salvador, Barbados, Costa Rica and Panama.<sup>12</sup>
- 2.16 Gender analytical inputs were also provided by SCL/GDI staff or gender consultants for the Country Development Challenges documents (CDCs) and/or country strategy documents in preparation but not approved during 2015, for 7 other countries (Argentina, Bolivia Guatemala, Haiti, Jamaica, Suriname and Trinidad & Tobago). SCL/SPH provided analytical inputs on issues such as

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<sup>8</sup> The cumulated percentage of 60% during the first two years of the GAP also represents an increase from the average of 47% reported for the 2011-2013 period.

<sup>9</sup> The Rating Criteria for Country Strategy Documents assesses gender mainstreaming across the CS document (from diagnostic/development challenges to strategic focus areas and lending program), assigning a rating of: None, Minimal, Partial, Significant, or Best Practice.

<sup>10</sup> Some of the gender policy notes/ analytical inputs for the CSs approved in 2015 were prepared in 2014.

<sup>11</sup> The Uruguay country economist prepared the gender contributions for that Uruguay CS.

<sup>12</sup> SCL/SPH also provided gender-specific analytical inputs for the Panama CS.

maternal health, VAW and caring services for Argentina, Suriname and Trinidad & Tobago, and SCL/EDU provided analytical inputs on gender gaps in learning and access for Suriname and Trinidad & Tobago.

- 2.17 In an effort to facilitate more systematic attention to gender, VPC, SPD and SCL/GDI collaborated to propose guidance on the integration of gender and diversity across CDCs; this guidance will be piloted and finalized in 2016. Further, SCL/GDI has been included as a formal member of the CDC peer-review mechanism to help contribute to mainstreaming gender issues into these documents. A preliminary review of the four CDCs piloted in 2015 found that all of them (Colombia, Brazil, Bolivia, and Jamaica)<sup>13</sup> included some analysis of gender-specific country challenges and policy recommendations in the areas of VAW, women's labor force participation, maternal health and, in one case (Jamaica), disadvantages faced by boys and men in education and violence. In 2016, the actual uptake in country strategies of the gender issues presented in the CDCs will be assessed.

## 5. Other Initiatives

- 2.18 The Climate Change and Sustainability (INE/CCS) Division has supported IDB member country governments to develop national climate investment plans that include gender issues and indicators. In 2015, for example, INE/CCS supported Nicaragua's plan to access Climate Investment Fund (CIF) resources on renewable energy and the energy sector more broadly; the plan contains key gender considerations such as job creation and access to credit for women.

## B. Knowledge Development

- 2.19 The IDB expanded its portfolio of gender analytical work in 2015, including: (i) new sectoral guides to support the incorporation of gender issues and results into the Bank's operations; (ii) research that contributes to closing knowledge gaps on sector-specific gender issues in the LAC region; and (iii) impact evaluations that will expand the body of evidence on what works or does not work to promote gender equality. In addition, SPD/SMO spearheaded a new study to help identify factors that are either contributing to or inhibiting the inclusion of gender into IDB country strategies and operations.

**Table 3**  
**GAP Indicators and Results: Analytical Work and Impact Evaluations**

Indicators	2014-2016 Targets	2014 Results	2015 Results
Sector-specific gender technical briefs or guides published	10	8 (+7 synopses)	6
Analytical studies on priority gender issues initiated	9	13	18

Source: GAP, 2014-2016 and SCL/GDI review.

<sup>13</sup> These documents are not public until their respective CS document is distributed to the Board for consideration.



## 1. Sector-specific Technical Notes

- 2.20 The Bank produced five new technical notes or guides to help support quality gender mainstreaming and to increase attention to gender issues in sectors that have not traditionally done so, such as transport and water and sanitation (see [Technical Notes and Analytical Work](#)). These included two new briefs for the [Resource Guide on Violence against Women and Girls](#) (VAWG)<sup>14</sup> on VAW and transport and violence against sexual and gender minority women,<sup>15</sup> as well as the [Spanish version](#) of the full Resource Guide that was originally produced in English in 2014. WSA produced a manual on community development with a gender perspective for officials working in the water and sanitation sector in Bolivia. The MIF developed two technical notes to help guide the private sector in its efforts to support women's economic empowerment: in collaboration with SCF, "[Chile. Liderazgo Femenino en el Sector Privado](#)" and the case study "[The Value of Sex-Disaggregated Data](#)" for promoting women's financial inclusion, developed by the IDB, GBA and Data2X (see ¶2.4).

## 2. Analytical Work/Studies

- 2.21 In 2015, the IDB developed 18 analytical studies that address gender issues, including 4 financed with Economic Sector Work (ESW) resources. This number, combined with the 13 studies initiated in 2014, is far above the GAP 2014-2016 target of 9 (see Table 3). Most of the 2015 studies aimed to deepen knowledge in areas identified as strategic in the Gender and Diversity Sector Framework Document (e.g. expanding women's agency, which includes addressing VAW and teen pregnancy and increasing women's political participation; and improving opportunities for women in the labor market and as entrepreneurs). The studies included some new issues such as women's skill acquisition and career preferences, as well as additional research in areas such as women's political participation, violence against women and adolescents, women's health and teenage pregnancy (see [Technical Notes and Analytical Work](#)).
- 2.22 Notable examples in the area of VAW included IFD/ICS's [ESW on citizen security and justice with a gender perspective](#),<sup>16</sup> IFD/ICS's [case study on how the media depicts and reports on VAW](#) that provides recommendations for improving reporting crime and violence issues, and SCL/GDI's ESW to examine the association between exposure to intimate partner violence during childhood, child health and development, and the effectiveness of VAW prevention interventions and response services for survivors.
- 2.23 Other studies from the social sector included SCL/LMK's [study on the effects of a job-training program on teenage pregnancy](#) and a series of studies on the topic

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<sup>14</sup> The VAWG Resource Guide, a joint effort between the IDB, the World Bank Group (WBG), the Global Women's Institute (GWI), and the International Center for Research on Women (ICRW), provides IDB and WBG staff and member countries with information on how to integrate a focus on VAWG prevention and services into public policies, legislation, and sector-specific programs and projects.

<sup>15</sup> The term "Sexual minority women" refers to women who identify as lesbian or bisexual and "gender minorities" are individuals whose gender identity/expression does not fit into the distinct categories of male or female.

<sup>16</sup> During 2015 four studies were published, three on the effects of conditional cash transfers and other sources of change in women's income on VAW, and a fourth one on the socioeconomic and health costs of prison for women with a relative in conflict with the law.



of labor markets carried out by SCL/LMK, SCL/GDI and SCL covering issues such as (i) the [effects of maternity leave and childcare on women's employment](#); and (ii) [gender inequalities in the labor market in LAC](#). Finally, SCL/GDI completed a [regional comparative data analysis](#) on women's political participation that included strategies on how to increase participation, such as introducing gender equality provisions in political parties' statutory laws, and integrating a gender perspective at the core of political parties' operations.

- 2.24 The MIF produced three studies, one in collaboration with SCF, on women's entrepreneurship, including, for example, a [background paper](#) prepared for the CEO Summit of the Americas (see ¶2.4), which presents business cases for promoting gender equality through the private sector and describes promising approaches from corporations in the region.

### 3. Impact Evaluations assessing Gender-related Impacts

- 2.25 In an effort to produce a more solid evidence base on what works to promote gender equality and women's empowerment in the LAC region, the IDB designed and/or implemented an unprecedented number of impact evaluations in 2015 (6 were completed, 19 ongoing, and 1 in design)<sup>17</sup> (see [Impact Evaluations](#)). It is expected that the evidence generated from these evaluations, most of which will be completed between mid-2016 and the end of 2018, will help inform the design of future IDBG-financed operations.
- 2.26 Ten of the evaluations are assessing gender-related impacts of IDB-financed lending operations. These include the evaluations of four infrastructure sector projects from INE/WSA, INE/ENE and IFD/FMM, developed and implemented in collaboration with SCL/GDI and SPD/SDV, as well as four evaluations of SCL/SPH social protection projects. The evaluations are assessing the impacts of project interventions on key dimensions of gender equality, and, in some cases, how women's participation in project interventions contributes to both the project's sustainability and women's empowerment.
- 2.27 In addition, SCL/GDI, in partnership with SPD/SDV, finalized the evaluation of the short-term impact of the *Ciudad Mujer* (CM) Program in El Salvador.<sup>18</sup> The study found that the program improved public management of essential services for women by promoting greater inter-institutional coordination, and increased the quality of care.<sup>19</sup> In the area of VAW, the study found that survivors of violence who used *Ciudad Mujer* services were three times more likely to have gone to court to obtain support payments for their children. The second phase of *Ciudad Mujer* Project (ES-L1092), approved in 2015 (see ¶2.47), includes an impact evaluation of: (i) the *Ciudad Mujer Joven* subprogram to generate evidence on whether increased access to reproductive health reduces adolescent pregnancy; and (ii) the Economic Autonomy Module to assess its effectiveness.

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<sup>17</sup> Compared to six in 2011-2013.

<sup>18</sup> This is the first rigorous evaluation in LAC of an integrated services program for social and economic empowerment of women.

<sup>19</sup> Quality of care was assessed based on user satisfaction surveys.

**Box 2. Outcomes of a School-based Intervention to Prevent Gender-based Violence in Mexico City**

The IDB, in partnership with the [Colegio de Bachilleres](#), launched a pilot of the *Amor... Pero del Bueno* Program in two secondary schools in Mexico City in 2014. The program aimed to promote peaceful coexistence in school and prevent dating violence among adolescents. It included three components: school staff training, school workshops and a student-run awareness campaign. Nearly 800 students and 100 teachers participated in the pilot.

Along with the intervention, the IDB financed an impact evaluation (quasi-experimental) focusing on the effectiveness of the program in changing attitudes about gender and violence. The short-run results indicate that, among people who participated in the program, there was: (i) a 5% decrease in an index of acceptance and justification of violence among both adolescent boys and girls; (ii) an overall 8% decrease in an index of acceptance of sexist and chauvinistic attitudes between adolescent partners; and (iii) a decrease in the prevalence of emotional violence, both perpetrated (57%) and experienced (59%), among adolescent boys. There were no documented changes in the prevalence of violence among adolescent girls.

The evaluation encouraged the expansion of the intervention to 20 high schools that voluntarily decided to adopt the program (covering nearly 37,000 students), as well as the allocation of additional resources by the Secretary of Education.

Source: *Instituto Nacional de Salud Pública, Informe Final*, 2014. [More results](#).

- 2.28 The remaining 16 impact evaluations correspond to promising initiatives or pilot interventions led by the IDB and other organizations in the areas of women's political participation, VAW prevention, integrated services models for violence survivors, and women's entrepreneurship. Examples of two evaluations that have been completed are: (i) *Amor... Pero del Bueno* in Mexico, a pilot intervention aimed at improving relationships and preventing VAW among adolescents (see Box 2); and (ii) the Integral Protection Program for VAW survivors in Medellín, Colombia that includes the *Línea 123 Mujer*<sup>20</sup>, a hotline that combines police, legal and psychological assistance.
- 2.29 Another example of an evaluation in progress is the MIF's evaluation of USAID's program "Women's Leadership in Micro and Small Enterprises - Peru Case" that is testing the effectiveness of different combinations of mentoring, training, and personalized technical assistance for women entrepreneurs; the results will help determine which interventions are most effective in helping women grow their businesses (Final results are expected in February 2018).

<sup>20</sup> The IDB financed impact evaluation of the Línea 123 that found that receiving attention within twelve hours after placing a call to *Línea 123 Mujer* reduced the likelihood of domestic violence episodes by 19%.

**Box 3. Key Results of the EFS Gender Study (SPD/SMO)**

**Member Country Government Interest in Gender Mainstreaming and Direct Investment**

- 48% of high level government officials would add a gender component (EFS Programming Survey, 2015).
- 35% of high level government officials would be interested in a stand-alone gender loan (EFS Programming Survey, 2015).

**Gender Equality is Important to the Region**

- 84% of high level government officials reported gender equality as important or very important in their countries (EFS Programming Survey, 2015).
- 50%+ of households agreed that gender equality should be one of the top five priorities for their countries (EFS Interactive Voice Recognition (IVR), 2016 in MX, GU, CO, BR, AR).
- 21% of social media conversations harvested in the 5 countries were related to gender (EFS Social Media Analysis 2015 in MX, GU, CO, BR, AR).

**Violence Against Women is a Key Priority across Stakeholders**

- 88% of high level governmental officials reported Violence against Women a priority issue (EFS Programming Survey, 2015).
- Of the social media conversations on gender referenced above, 50% were related to Violence against Women (EFS Social Media Analysis 2015 in MX, GU, CO, BR, AR).
- Violence against women was identified as the number one biggest priority in terms of gender in each of the five countries surveyed through the IVR (EFS IVR, 2016. MX, GU, CO, BR, AR).
- Key Civil Society Organizations (CSOs) working on gender identified Violence against Women as one of the three most important issues regarding gender equality in their countries (EFS CSO Survey, 2015).

4. Institutional Assessments to Improve Performance

- 2.30 In an effort to better understand the contributing factors and constraints that are influencing the Bank's performance on gender mainstreaming in country strategies and operations, SPD/SMO –in close collaboration with SCL/GDI, VPC, VPP (now IIC), KNL and the MIF- launched a study in late 2015 to analyze: (i) client perceptions about gender through the different surveys administered through the External Feedback System;<sup>21</sup> (ii) how gender appears in social media in select borrowing member countries; (iii) how gender mainstreaming is perceived by IDB staff; and (iv) how gender is being incorporated into IDB's strategies, project documents and blogs.<sup>22</sup> As part of the study, new analytical tools were developed in-house: a powerful text algorithm, a Tableau dashboard of comparable global gender indicators, and a methodology to monitor social

<sup>21</sup> Launched in 2012, the EFS is a system of online surveys that captures client perceptions about the products, services, and value-added provided by the Bank. To date, the EFS has received over 6,000 responses.

<sup>22</sup> The study drew on the perceptions of governmental officials, civil society, households and IDB staff, using a series of analytical instruments, such as the EFS survey platforms, in-depth interviews and a focus group, and massive (300,000+) interactive-voice response surveys to households. In addition, it included an analysis of big data to assess prevalence of gender equality conversations in the social media of 5 countries and an extensive review of IDB documents and governmental development and gender equality plans, using powerful text analysis algorithms.

media. The final results of this study will be presented in the first semester of 2016 (see key results in Box 3).

### C. Knowledge Sharing and Capacity Building

- 2.31 In 2015, the Bank continued to emphasize knowledge sharing and capacity building across the IDB and among its counterparts in borrowing member countries to help improve the quality of gender mainstreaming in operations. Several approaches were used for this purpose: (i) direct technical assistance to the project teams of loans, primarily in design; (ii) sectoral training workshops to disseminate knowledge products and promising operational practices for addressing gender issues; and (iii) public awareness raising events that included Bank staff as well as public and private stakeholders on the implications of gender equality and innovative approaches for addressing gender issues.
- 2.32 **Technical Assistance.** During 2015, SCL/GDI staff and gender consultants working across VPS divisions provided direct technical support to mainstream gender in the design or execution of 54 SG loan operations (a higher number compared to the 34 SG loans that received technical assistance in 2014). These operations were from multiple divisions, including IFD/FMM, IFD/ICS, SCL/SPH, INE/CCS, INE/RND, INE/WSA, INE/ENE and INE/TSP. These efforts are associated with improvements in overall performance on gender mainstreaming in 2015 (see Section D).
- 2.33 The MIF's gender equality team also provided direct technical support, as project team members or co-team leaders, to address gender issues in 19 MIF projects. Similarly, private sector gender and shared value teams provided technical support in the design of 8 new loan operations (7 approved in 2015, one to be approved in 2016) (see Section D), as well as 2 loans in execution.
- 2.34 **Capacity Building and Sectoral Training Events.** In 2015, divisions across the Bank conducted a high number of capacity building and learning workshops for IDB staff and member country counterparts, many with the collaboration with KNL. Forty-three events benefitting 2,530 participants, including 1,136 IDB staff (compared to 24 in 2014 with 1,331 participants) were offered to provide practical tools for mainstreaming gender in projects, new data on specific gender issues in the region, and evidence on successful interventions and good practices.<sup>23</sup> The private sector contributed to this number with 16 learning events to strengthen the capacity of IDB staff and clients to address gender in their projects (see [Capacity Building and Awareness-raising Events](#)).
- 2.35 The gender issues that were highlighted in these events included VAW, women's economic empowerment and labor market participation (including women's participation in non-traditional sectors), political participation, maternal health, teenage pregnancy and early marriage, gender gaps in mathematics, parenting and men's involvement in reproductive and maternal health, gender in climate change, and gender in infrastructure. One important example was the Transport

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<sup>23</sup> Two of these events were focused on disseminating the results of impact evaluations led by the IDB. The impact evaluations are the *Amor... Pero del Bueno* Program, and the *Sumaq Warmi* intervention to prevent VAW through Microfinance in Peru.

Sector Week organized by INE/TSP, with support from SCL/GDI and KNL, which was dedicated exclusively to gender issues in the transport sector (see Box 4). Another example was the VPP hosted Women's Speakers Series that featured Sarah Kaplan, a University of Toronto Professor who spoke on meritocracy and compensation disparities, and Xiomara Diaz, a social entrepreneur from Nicaragua.

**Box 4. Promoting the Inclusion of Gender Issues in the Transport Sector**

TSP adopted gender equality and women's empowerment as the main theme of its [10th Biannual TSP Knowledge Week](#), which took place in Mexico City in September 2015. The objective was to expand the knowledge of IDB transport specialists on gender issues that are directly relevant to transport sector policies and projects. The event included ten panels focused on: 1) specific issues for women as transport users, and 2) women's participation in employment in the transport sector.

The event featured the participation of experts, academics, and practitioners from the IDB, WBG, and Asian Development Bank, government agencies and private sector companies who shared their experiences and perspectives on the sector with the goal of promoting greater gender equality.

One of the key results of the event was the drafting of a TSP gender action plan, which includes strategic activities such as the adoption of an early screening model for TSP operations to identify gender mainstreaming opportunities and the development of a database with regional indicators on gender and transport.

**2.36 Awareness-raising Events.** Fourteen events were held in 2015 to help elevate the visibility of gender issues at the regional level among public and private stakeholders (see [Capacity Building and Awareness-raising Events](#)).<sup>24</sup> Some examples include: (i) two learning events for journalists and communication specialists from the police and Ministries of Security on how to effectively communicate and help prevent VAW; (ii) the "Status of Women: Incorporating Gender in Agendas and National Security Institutions in LAC" event, jointly organized with the International Juvenile Justice Observatory as a side event during the UN's 59<sup>th</sup> session of the Commission on the Status of Women; (iii) the IDB-sponsored Gender Inclusion Contest held during the CARICOM's Energy Week for students in the Caribbean<sup>25</sup> to propose strategies for increasing the participation of women in the areas of sustainable energy and information and communication technologies; and (iv) the "Sustainable Business Performance" event organized by the private sector that included a side-event discussion on the EDGE Global Certifications initiative (see Box 5).

**2.37 Innovative Ways to Reach New Audiences.** Since 2014, the IDB has been offering a series of Massive Open Online Courses (MOOCs) on social and economic development to expand its reach to new audiences. The courses are free and open to anyone interested in development issues in LAC. Last year, IFD/FMM launched a six-week MOOC on the topic of urban development and housing, with one module dedicated to gender and vulnerable population

<sup>24</sup> IDB Staff also participated in these events.

<sup>25</sup> These students are beneficiaries of the "BRIDGE in Sustainable Energy and Information and Communication Technologies" program (RG-T2373).

groups.<sup>26</sup> SCL/SPH offered a digital course on early childhood development policy and program management that included a module on gender in early childhood development (see [Social and Digital Media](#)).

#### D. Improving Performance on Gender Mainstreaming, Direct Investment and Gender Safeguards

2.38 In 2015, the Bank increased not only the percentage of SG loans with Gender-Related Results (GRRs), but also the percentage of loans with GRRs that included quality gender mainstreaming.<sup>27</sup> There was significant progress in the amount of direct investments approved in support of gender equality, due in large part to the approval of two loans. The Bank has also continued to improve its screening of operations to assess and prevent potential gender risks, establish operational and corporate goals related to gender equality, and promote gender equality in internal and external procurement.

##### 1. Gender Mainstreaming across the Project Cycle

2.39 **Design.** The percentage of SG loans with GRRs in results matrices rose from 36% in 2014 to 47% in 2015. In this regard, the Bank is on track to meet or exceed its target for this Gender Policy indicator for 2014-2016 (see Table 4). The quality of the attention to gender issues in the group of projects that included GRRs in design also improved compared to 2014; 67% of SG loans with GRRs also included gender analysis and actions in their design, up from 53% in 2014 and in 32% in 2013. Still, it is important to note that one-third of projects with GRRs did not include the corresponding analysis of the problem from a gender perspective and/or explicit actions for addressing them.

**Table 4**  
**GAP Indicators and Results: Gender-related Results in SG Loans and TCs**

Indicators	2014-2016 Targets	2014 Results	2015 Results
% SG loans that include gender-related results in their results matrix	40% (2016)	36%	47%
% SG loans including gender-related results in their results matrices that also include gender analysis and actions in their design	40%	53%	67%
% VPS TCs that include gender-related results in their results matrix	-	6%	6%

Source: GAP, 2014-2016 and SCL/GDI review.

2.40 The improvements in gender mainstreaming in SG loans were in part the result of the establishment of VPS divisional targets for the inclusion of GRRs in lending operations. The majority of VPS divisions (10 of 13) met or exceeded their targets for 2015. SCL/SPH maintained its status as the leader in gender mainstreaming, with 75% of its loans including GRRs. Other divisions made significant improvements in their performance compared to 2014; for example, INE/RND increased its percentage of loans with GRRs from 14% to 67%;

<sup>26</sup> Visit the [IFD/FMM's gender module introduction](#).

<sup>27</sup> The GAP 2014-2016 highlights the importance that gender mainstreaming reflects a vertical logic in the project document (e.g. identifying gender gaps or opportunities for women's empowerment, actions that address them, and indicators -with targets- to measure the results).

SCL/EDU went from 20% to 43%; and CMF increased from 17% to 38%. SCL/SPH, INE/TSP, IFD/FMM, and IFD/ICS led in quality gender mainstreaming (i.e. 100% of their loans with GRRs also included gender analysis and actions to support them).

- 2.41 From the departmental perspective, the Social Sector maintained the highest level of loan operations with GRRs (61% in both 2014 and 2015), while INE and INT increased their performance substantially, from 33% in 2014 to 50% in 2015. Improvement in sectors that have not traditionally addressed gender equality issues is a strong indicator of a deepening commitment to gender mainstreaming across the Bank. Notable examples include: (i) a new IFD/FMM loan on public procurement that provides technical assistance to promote greater participation by women-led MSMEs in public sector procurement in the Dominican Republic; and (ii) INE/TSP's new loans that support pilot initiatives to expand women's skills and employment in the operation of heavy machinery (see Box 5).
- 2.42 The private sector of the IDB also made important progress integrating gender into its projects in 2015. SCF and OMJ fulfilled their commitment to include sex-disaggregated indicators in NSG loan operations that have identifiable beneficiaries. During the first two years of the GAP, 100% of NSG loan operations with identifiable beneficiaries<sup>28</sup> have included sex-disaggregated indicators compared to 85% in 2013. This achievement exceeds the 2015 target of 95% established in the GAP results matrix.<sup>29</sup>
- 2.43 Two new operations were approved in 2015 under the Women Entrepreneurship Banking (weB) initiative, a joint effort of the MIF and SCF to provide credit to small and medium-sized women-owned businesses as well as non-financial support to financial intermediaries to design inclusive lending models. These operations will support banks in Costa Rica and Paraguay to help them to better address the needs of women-led SMEs. With these two loans, the number of participating banks in the initiative increased to 16.<sup>30</sup> Another example from the private sector is the US\$1.75m MIF grant for the Promotion of Entrepreneurship in Latin America through Entrepreneurs Association Project (RG-M1270), which supports associations of entrepreneurs in Colombia, Chile, Mexico, and Peru to take advantage of business opportunities opened up by the Pacific Alliance trade agreement; 40% of the beneficiaries will be women entrepreneurs. SCF also worked with EDGE Strategy (a Swiss organization) to provide gender certifications to three private sector clients to help them better understand gender gaps and identify leadership opportunities for women (see Box 5).

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<sup>28</sup> All private sector projects that were not credit lines under the Trade Finance Facility Program (TFFP) were included in this universe of projects. These projects represent 45% of the total private sector approvals in 2015.

<sup>29</sup> Given that NSG loans do not have results matrices and frequently do not have baselines or targets for relevant indicators, they are not included in the measure of IDB loans that include GRRs in their results matrices. Instead, for NSG loans, the M&E plan attached to the loan proposal at the approval stage is assessed for the sex-disaggregation of beneficiaries.

<sup>30</sup> Note that weB is considered a mainstreaming initiative because it is a component of broader-scope FMK and MIF loans whose main objective is to support small and medium-sized businesses..



**Box 5. Examples of Gender Mainstreaming in the Design of SG and NSG Operations**

***Women in Heavy Machinery Pilot Projects***

INE/TSP designed three pilot projects to promote women's participation in the operation of heavy machinery and other non-traditional jobs. The IDB, in collaboration with the government transport agencies of Bolivia, Paraguay and Nicaragua (BO-L1102, PR-L1092, and NI-L1092) will support the training and labor absorption of women as operators of heavy machinery. After completion of the training, IDB-financed apprenticeships in construction companies will be launched so that trained women gain practical experience and increase their chances of getting long-term jobs. It is expected more than 50 women will be trained in each of the three countries.

***Promoting Gender Equality in Steel Manufacturing in Ecuador***

*Acería del Ecuador C.A. (Adelca)* is one of the leading steel manufacturers companies in Ecuador. During the approval process a SCF loan (EC-L1144), Adelca carried out the Economic Dividends for Gender Equality (EDGE) certification to better understand the company's gender gaps. The certification process was financed with resources from Adelca and a TC (RG-T2580) designed by SCF's gender specialists. As a result of the diagnostic, the company developed an action plan which included: (i) new policies on recruitment, promotion and equal pay for equivalent work; (ii) targets to promote women's leadership; and (iii) an annual salary review to ensure there is no unexplained gender pay gap. Adelca was awarded the EDGE credential in February 2016 and became the first company in Ecuador to be certified for gender equality.

2.44 **Project Execution and Results.**<sup>31</sup> While much progress has been made mainstreaming gender-related results in project design, more attention needs to be paid to the achievement and documenting of these results during project execution. The Gender Policy calls for the measurement of GRRs in PMRs and PCRs to ensure the tracking and achievement of gender-related results through the project cycle. In 2015, 23% (144 of 623) of SG loans in execution included a GRR or a sex-disaggregated indicator in the project's original design (these loans were approved between 2006 and 2015). Of these 144, 67% included a GRR in their Project Monitoring Reports (PMRs). This reflects an improvement over the 64% reported for 2014.

2.45 With regards to Project Completion Reports (PCRs), of the 5 projects that presented PCRs in 2015 using the new SPD methodology,<sup>32</sup> none included a GRR or sex-disaggregated indicator in their results matrices in design and none reported any gender-specific results from the project execution phase.

2. Direct Investment in Gender Equality and Women's Empowerment

2.46 The IDB's direct investment in gender equality and women's empowerment (i.e. projects that have this issue as their primary objective) was substantially higher in 2015 than in 2014, due in large part to two new loans. The total amount approved for these projects was US\$152.2 million, including US\$30m for a SG loan, US\$100m for a NSG loan, US\$8.4m for 25 TCs, US\$3.3m in 7 MIF grants, and \$10.5m in 3 Investment Grants (IG) (see [Direct Investment in Gender](#)

<sup>31</sup> In order to ensure the tracking and achievement of gender-related results throughout the project cycle, the Gender Policy calls for the measurement of GRRs in Project Monitoring Reports (PMRs) and Project Completion Reports (PCRs).

<sup>32</sup> These projects were approved between 2009 and 2012.

[Equality](#)). The total amount of direct investment in 2014 was just US\$25.9m (see Table 5).

**Table 5**  
**GAP Indicators and Results: Direct Investment**

Indicators	2014 - 2016 Targets	2014 Results	2015 Results
Number of loans approved that invest directly in gender equality	3	0	2
% of TCs approved directly investing in gender equality or women's empowerment	6%	4%	6%
% MIF operations approved directly investing in gender equality or women's empowerment	30%	13%	8%
Amount of resources approved for projects directly investing in gender equality and women's empowerment	N/A	US\$25.9m	US\$152.2m

Source: GAP, 2014-2016 and SCL/GDI review.

2.47 The SG direct investment loan approved in 2015 was the SCL/GDI project *Ciudad Mujer* Phase II: Supporting Women's Empowerment in the Context of the Plan of the Alliance for Prosperity in the Northern Triangle (ES-L1092) which aims to improve the living conditions of women by offering integrated services. Its new service module, *Ciudad Mujer Joven*, aims to improve opportunities of at-risk young women. The Bank also provided technical support with TC resources for initiatives to adapt the integrated services model for women in Honduras,<sup>33</sup> Paraguay, Colombia, the Dominican Republic, Trinidad and Tobago, and Peru.

2.48 The NSG direct investment loan approved was the SCF's *Itau Unibanco* Women-led MSME Partnership (BR-L1437, US\$100m) to expand *Itau Unibanco's* credit portfolio in Brazil for MSMEs managed by women.<sup>34</sup> The project will build upon Itau's existing *Mulher Empreendedora* program to strengthen its value proposition for women entrepreneurs in Brazil. It is expected that this initiative will generate a demonstration effect for other financial institutions on how to increase their lending to women-led businesses.

2.49 In keeping with priorities laid out in the UIS and the Gender and Diversity Sector Framework Document, the Bank also approved its first TC operation to support a study on social exclusion based on sexual orientation and gender identity (AR-X1021).<sup>35</sup>

### 3. Gender Safeguards

2.50 In 2015, VPS/ESG conducted a pre-screening of all projects submitted for the Environmental and Social Review (277 loans, TCs, grants and special operations in total) in order to assess potential adverse gender risks. A total of 88 loans

<sup>33</sup> A loan is currently in preparation.

<sup>34</sup> Women-led MSMEs are defined as (i) being controlled at least 51% by women; and/or (ii) having a Chief Executive Officer and/or Chief Operations Officer who is a woman.

<sup>35</sup> The UIS commits the Bank to work on issues of social exclusion, including gender and minority-based exclusion in education, labor markets and access to other services. The SFD calls for the Bank to explore the feasibility of conducting research on the costs to societies of labor market discrimination on the basis of sexual orientation.

(31% of the total) triggered the Gender Policy either because of potential gender-related risks or potential opportunities to promote gender equality and women's empowerment.

- 2.51 For the 41 loans identified as potentially posing gender-based risks,<sup>36</sup> VPS/ESG proposed diverse measures aimed at preventing and/or mitigating them. For 11 of the most complex operations, a VPS/ESG gender consultant was assigned to participate in the process of preparation and supervision of the operation. One example was the Water, Basic Sanitation, and Electrification Program for the Colombian Pacific Region (CO-L1156) project, which included actions to promote the social and economic inclusion of 186 male and female waste pickers working in Quibdó and Buenaventura dumpsites. A gender-sensitive social inclusion plan is being developed to relocate and promote labor formalization for these populations, taking into account the different needs and preferences of women and men.

#### 4. Career Management and Procurement Initiatives

- 2.52 The inclusion of a goal and target related to gender-related results in operations in CareerPoint has been instrumental in demonstrating senior management's commitment to the promotion of gender equality and ensuring that this commitment permeates the organization. In 2015, 100% of IDB Vice Presidents and VPS managers incorporated operational targets to contribute the target established by the Executive Vice President. Several division chiefs mentioned that this target served as a positive incentive for their division's gender mainstreaming efforts.
- 2.53 To increase the diversity of vendors and service providers contracted with IDB resources, the Bank has been formally promoting gender equality in internal and external procurement.<sup>37</sup> In 2015, the Administrative Services and Corporate Procurement Division (BDA/ACP) developed language to include in IDB RFPs and pre-qualifications aimed at encouraging women-owned and women-controlled suppliers to apply. BDA/ACP also published RFPs on the ConnectAmericas<sup>38</sup> platform as another way to reach women-owned businesses with information on the Bank's corporate procurement opportunities.
- 2.54 Another initiative was the FMM-hosted event with LAC heads of public procurement to share both lessons learned and challenges regarding the participation of women in different sectors, including both traditional sectors such as food and textiles and non-traditional sectors such as construction. As a result,

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<sup>36</sup> The remaining 47 did so because they were specifically designed to promote gender equality.

<sup>37</sup> In 2014, the EVP's office, along with BDA/APC, VPC, SCL/GDI and MIF, initiated a pilot strategy for promoting gender diversity in corporate procurement. The IDB proactively engaged with women entrepreneurs to disseminate information on the IDB's procurement processes and the types of goods and services the country offices purchase. A second pilot is currently underway in Costa Rica.

<sup>38</sup> ConnectAmericas is the first social network for businesses in the Americas. It is a free and easy-to-use virtual platform designed to help SMEs in LAC to strengthen and grow their businesses internationally. ConnectAmericas is committed to becoming a useful tool to promote more participation of women from the LAC region in commercial activities, supporting the growth and internationalization of their companies.

procurement heads of the Dominican Republic and Chile requested support from the MIF and FMM to link more women-owned businesses to public procurement opportunities, and a TC to support this is currently under preparation.

**Table 6**  
**GAP Indicators and Results: Performance Review and Procurement Process**

Indicators	2014-2016 Targets	2014 Results	2015 Results
% of Vice-Presidents including operational and corporate gender equality targets in their career management targets	100%	100%	100%
Strategy for Promoting Gender Equality in IDB Corporate and Project Procurement established	1	1 pilot	2

Source: GAP, 2014-2016 and SCL/GDI review.

### III. CONCLUSIONS AND AREAS OF EMPHASIS FOR 2016

- 3.1 The second year of implementation of GAP 2014-2016 was successful, with concrete outputs and results across all the GAP priority action areas. A summary of the achievements of the year follows:
- a) **Agenda Setting.** The Bank elevated its own focus on gender as a strategic and cross-cutting issue through its Updated Institutional Strategy and CRF; these instruments will guide the IDB's interventions and strategic direction across its borrowing member countries for the next four years. The Bank also actively engaged in dialogue on gender policy issues with regional public and private stakeholders by integrating a focus on gender into two RPD meetings as well as four other high-level regional meetings hosted or co-hosted by the IDB. Further, the Bank launched the PROLID Network, which is the first virtual online platform to strengthen women's leadership in the public sector; increased its use of social and digital media to raise awareness on gender issues among a broad scope of regional stakeholders; and engaged in five partnerships to foster collaborative initiatives in the area of VAW and women's participation in the private sector.
  - b) **Knowledge Development.** The Bank significantly expanded its portfolio of analytical work in 2015 that contributes to closing the knowledge gaps on gender issues in the region, including five new guides to support the gender mainstreaming in operations, 18 new analytical studies across multiple sectors, and the highest number of impact evaluations that focus on gender-related impacts to date (6 completed, 19 on-going, and 1 designed). The IDB, under the leadership of SPD, also implemented an assessment of the factors that influence the Bank's performance on gender mainstreaming. In addition, three analytical tools were developed as part of this study: a methodology for monitoring social media, a gender indicators dashboard, and a text algorithm that allows the Bank to search all of its documentation quickly for key terms. Together, these tools can help Bank employees identify where the gender gaps are in a given country or sector.

- c) **Knowledge Sharing and Capacity Building.** Direct technical support (provided for 54 SG loans, 10 NSG loans and 19 MIF operations in 2015) from staff and consultants across the IDB contributed to improvements in both the quantity and quality of gender mainstreaming. In addition, there was a high number of sector-specific capacity building and learning events on gender mainstreaming (43 in 2015 compared to 24 in 2014) that benefited 2,530 IDB staff, executing agencies and government officials. Finally, the Bank held 14 awareness raising events to further elevate the visibility of gender issues in the region.
  - d) **IDB Performance in Mainstreaming, Safeguards and Direct Investments.** The most noteworthy results in 2015 were: (i) the increase in the percentage of SG loans with GRRs in their results matrices (47% of loans approved compared to 36% in 2014), which exceeds the overall 2014-2016 GAP target; and (ii) the increase in the percentage of loans with GRRs that also included quality gender mainstreaming in their design (67%). There was also an increase in the amount of direct investments on gender issues compared to 2014, due to the approval of two new loans.
- 3.2 Despite the substantial progress outlined above, several key challenges remain. These include: (i) further increasing the quality of gender mainstreaming in country strategies and IDBG operations in areas where progress has been limited; (ii) translating good intentions in project design into measurable results in execution; (iii) making significant progress in agenda-setting in the current context of limited resource; and (iv) developing a deep body of knowledge in the priority areas identified by the Gender and Diversity Sector Framework Document, and then effectively communicating this knowledge to external and internal audiences.
- 3.3 During 2016, the final year of the current GAP, the following areas of action should be prioritized to ensure that the IDBG continues to register progress across all four of the GAP's specific objectives:
- a) **Agenda Setting.** It is important that the IDBG: (i) do a good job of addressing gender issues in CDCs and CS documents in order to help better position gender equality as a cross-cutting priority in country programs; and (ii) expand and strengthen partnerships to influence the public policy agenda in the region and leverage resources for gender equality initiatives.
  - b) **Knowledge Development.** New research in 2016 and 2017 should be concentrated in the areas of emphasis in the Gender and Diversity SFD (e.g. women's labor force outcome and entrepreneurship, VAW, adolescent pregnancy, etc.) as well as evidence-based approaches for advancing gender equality in sectors where evidence is still lacking, such as the infrastructure sectors.
  - c) **Knowledge Sharing and Capacity Building.** The IDBG should dedicate more effort and resources to disseminating new knowledge from its gender research initiatives and impact evaluations so that it is more likely to be used by project teams and public and private sector clients in member countries. In addition, efforts to build internal capacity for quality gender mainstreaming

need to continue, and include both tailored sector-specific learning and guidance for addressing gender as a cross-cutting issue in country strategies.

d) **IDB Performance in Mainstreaming, Safeguards and Direct Investments.**

Given that the composition of the Bank's lending portfolio will include a higher portion of policy-based loans in 2016, increasing the percentage of SG loans with GRRs could be difficult; therefore, the main goal should not be increasing the quantity beyond the 2015 level, but rather, ensuring the attainment of the 2016 GAP target (40%) and improving the quality of gender integration in new loans. At the same time, it will be important to explore effective ways to increase the focus on gender equality issues in PBLs in relevant sectors. Greater attention should be paid to the achievement and documentation of gender-related results during the execution of projects. Finally, as the new IIC takes shape an important challenge will be to design methodologies and systems to ensure attention to gender equality in IIC operations, building on progress made by SCF and OMJ in 2014-2015.

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