

Executive Summary

Sector and Thematic
Evaluation

Evaluation of the Bank's Support for Gender and Diversity

Office of Evaluation and Oversight — OVE

Established in 1999, OVE undertakes independent evaluations of IDB Group's strategies, policies, programs, activities, performance and delivery support systems. Findings and recommendations are disseminated so they can be used in the design, analysis and execution of new projects.





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September 2018



Invest

ove Office of
Evaluation
and Oversight



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Download the evaluation at
www.iadb.org/ove/gender

■ About this evaluation

Despite progress in reducing poverty, Latin America and the Caribbean remains the most unequal region in the world, with gender and ethnicity being important factors of inequality. Women, indigenous people, and African descendants face the most economic inequality, discrimination and lack of representation in the region.

The Inter-American Development Bank (IDB) has recognized that increasing equality of opportunity across gender, ethnic and racial groups provides social and economic benefits, and therefore has increased its efforts to address these challenges, as several strategic documents and politics have set out.

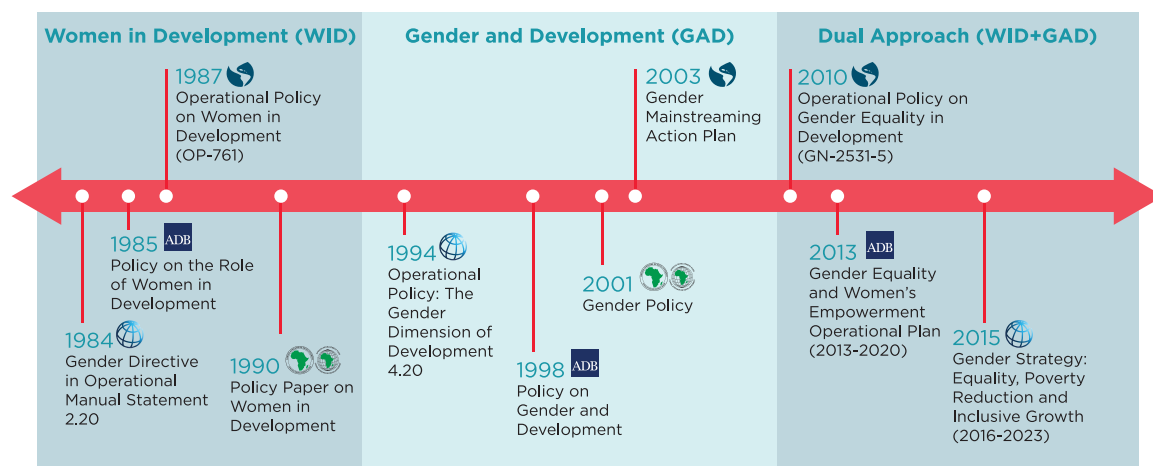
The main objective of this evaluation elaborated by IDB's Office of Evaluation and Oversight (OVE) is to assess the Bank's policy framework, its institutional structure and its activities scope to promote gender equality, women's empowerment, and development with identity.

It is challenging to measure the effectiveness of mainstreaming gender and diversity; indeed, the Bank has yet to measure it adequately. Therefore, the evaluation is unable to determine how well the Bank's activities have promoted gender and diversity.

■ A framework more focused on gender than on diversity

The IDB's approach to gender and diversity has evolved over time, in line with approaches taken by the wider development community. With respect to gender, the Bank has followed the development community's shift in approaches since the 1980's. The Bank's approach to development with identity for indigenous peoples has considered the importance of respecting local culture and autonomy, while preventing and mitigating harm through its development activities.

Evolution of gender policies and strategies in multilateral development banks

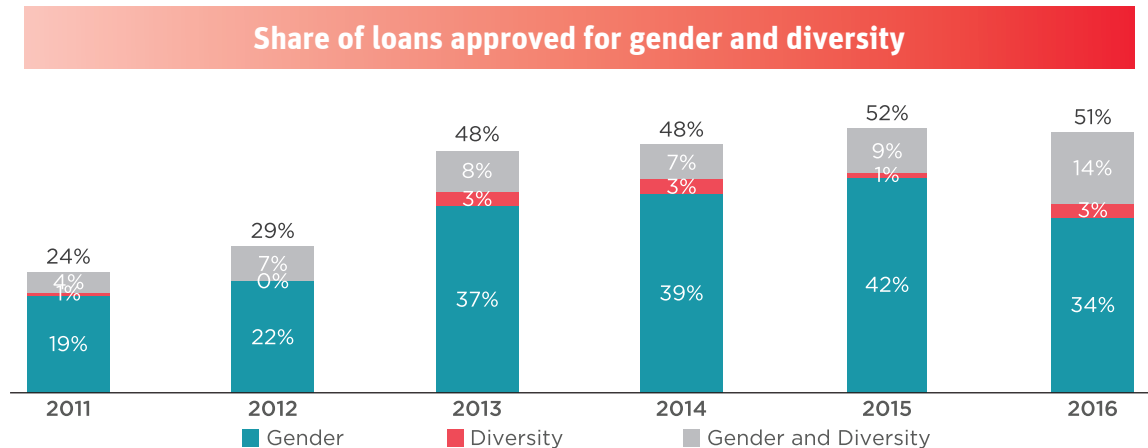


In 2010, the IDB updated its gender policy and since then it has produced three gender action plans, including results frameworks to measure its work. Each one of them have reflected a more focused approach at the sector level. Nevertheless, it is not clear how the Bank set its targets and whether they reflect demand from borrowing countries. Further, the results indicators mostly measure the number of activities the Bank does, rather than the results of these activities.

The IDB's approach to diversity has received less emphasis and the Bank has not prepared diversity action plans or results frameworks with targets to promote its integration in its development interventions. Since 2006, when the Indigenous Peoples Policy was established, the only strategic document the Bank has developed related to this matter is the Sector Framework Document, which does not provide a results framework.

■ Upward but uneven integration

As the IDB strengthen its capacity to promote gender and diversity, it increased the number of activities that mainstream these issues, specially loans in gender and technical cooperations (TCs) in diversity.



Gender

The share of loans and TC approvals that had gender elements doubled between 2011 and 2016, and an increasing number of Country Strategies have included gender perspective. The IDB also produced a significant number of gender-related technical notes and guides to facilitate the mainstreaming of gender in its operations as well as studies, policy dialogues, and strategic partnerships that include gender issues.

344
loans



64
technical
cooperations
with **gender** elements



18 country
strategies
with **gender**
diagnostics/indicators

in

7

is a
cross-cutting
theme

In relation to relevance, Bank operations were aligned with regional and country challenges, including efforts to improve women's economic empowerment and health outcomes, and to a lesser extent addressing violence against women and improving women's voice and agency.

Diversity

The share of Bank approvals that included some diversity element grew considerably between 2011 and 2016. However, compared to gender, the IDB has focused relatively less on generating knowledge products related to diversity, has conducted relatively few policy dialogues, and has built fewer strategic partnership.



Bank operations in diversity were relevant to local challenges, though there was relatively greater focus on indigenous peoples than on African descendants, focusing on expanding indigenous communities' access to infrastructure and services (specially water and sanitation and energy) and human capital development, mainly in the form of health and education.

The degree of integration of the gender and diversity perspective in Bank's operations, as well as in sectors and country strategies, presents a positive evolution, more in the case of gender that in that of diversity.

Inclusion of **gender** elements in lending operations by division

	*	SLC				INE			IFD				CSD			INT		Private Sector					
		EDU	GDI	LMK	SPH	ENE	TSP	WSA	CMF	CTI	FMM	ICS	CCS	HUD	RND	TIU	TIN	CFI	FMK	INF	SMU	OMJ	IIC
THEMATIC AREAS	Health																						
	Teen Pregnancy																						
	Education																						
	Labor																						
	Entrepreneurship																						
	Voice and agency																						
	Violence against Women																						
	Other																						

Inclusion of **diversity** elements in lending operations by division

	*	SLC				INE			IFD				CSD			INT		Private Sector					
		EDU	GDI	LMK	SPH	ENE	TSP	WSA	CMF	CTI	FMM	ICS	CCS	HUD	RND	TIU	TIN	CFI	FMK	INF	SMU	OMJ	IIC
THEMATIC AREAS	Human capital (incl. health and education)																						
	Access to infrastructure / services																						
	Cultures and lands protection																						
	Other																						

* SCL: Social Sector, EDU: Education, GDI: Gender and Diversity, LMK: Labor Markets, SPH: Social Protection and Health; INE: Infrastructure and Energy, ENE: Energy, TSP: Transport, WSA: Water and Sanitation; IFD: Institutions for Development, CMF: Capital Markets and Financial Institutions, CTI: Competitiveness, Technology and Innovation, FMM: Fiscal and Municipal Management, ICS: Institutional Capacity of State; CSD: Climate Change and Sustainable Development, CCS: Climate Change, HUD: Housing and Urban Development, RND: Environment, Rural Development & Disaster Risk Management; INT: Integration and Trade, TIU: Trade and Investment Unit, TIN: Trade and Integration; Private Sector 2011-2015: CFI: Corporate Finance, FMK: Financial Markets, INF: Infrastructure, SMU: Strategic Management, OMJ: Opportunities for the Majority; IIC: Inter-American Investment Corporation

■ What factors affect the level and degree of mainstreaming gender and diversity?

The degree of IDB support for gender and diversity depends, in part, on how much borrowing countries prioritize the issues: strong country demand is necessary for loans to more deeply integrate gender and diversity. Unfortunately, despite the Bank's efforts to promote them, these issues tend to be ranked relatively low among borrowing countries' development priorities. Aside from external difficulties, there are several internal factors which have positively influenced the levels of the IDB's support for gender and diversity.

- Administration leadership and political commitment.
- Improvement of staff members' technical capacity.
- Embedding gender and diversity in business practices.
- Greater resource allocation in some sector divisions.

What happens to results evaluation?

Despite these positive factors, the Bank's systems for accountability and monitoring do not adequately follow implementation and measure the results of this portfolio. What are the reasons?

In the first place, the Bank's incentives for supporting gender and diversity focus on activities and outputs (inclusion of gender and diversity indicators in project results frameworks, number of regional policy dialogues...) and not on the achievement of outcomes to improve gender equality or development with identity. In short: they count activities and outputs and not results.

In addition, there are still a low number of operations in the portfolio under review that have closed and have completed Project Completion Reports limits the number of operations in the gender and diversity portfolio whose effectiveness can be measured.

■ Recommendations of the evaluation: measurement, dialogue and review of the approach to diversity

- 01_ Results evaluation:** Increase the evidence base on the effectiveness of support for gender and diversity, particularly at the operational level, by ensuring there are adequate incentives for team leaders to monitor implementation and evaluate results.
- 02_ Dialogue with borrowing countries:** Deepen the dialogue with borrowing countries in these priority areas, drawing on the knowledge accumulated in the Bank and other development institutions. A strong dialogue that draws on reliable evidence will help to increase the number of operations that mainstream gender and diversity and the degree and effectiveness with which they do so.
- 03_ Review of the Bank's approach to diversity:** Together with the Board, take a fresh look at how and to what extent the Bank should continue to support diversity in its operations. This discussion should consider the IDB's comparative advantage and evidence on the relative effectiveness and the benefits and costs of various approaches to date. It should also consider whether the scope of the Bank's current approach to diversity should be expanded to include other types of diversity, such as sexual orientation and persons with disabilities.



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