



TECHNICAL NOTE N° IDB-TN-02841

Gender Parity Accelerators in Latin America 2016–2022: A Public-Private Collaboration to Accelerate Equality

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Gender and Diversity Division

November 2023



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Cataloging-in-Publication data provided by
the Inter-American Development Bank
Felipe Herrera Library

Villanueva, María Teresa.

Gender parity accelerators in Latin America 2016–2022: a public-private
collaboration to accelerate equality / María Teresa Villanueva, Carina Lupica,
Vivian Roza.

p. cm. — (IDB Technical Note ; 2841)

Includes bibliographical references.

1. Gender mainstreaming-Latin America. 2. Women-Employment-Latin
America. 3. Equal pay for equal work-Latin America. 4. Wages-Women-Latin
America. 5. Public-private sector cooperation-Latin America. I. Lupica, Carina.
II. Roza, Vivian. III. Inter-American Development Bank. Gender and Diversity
Division. IV. Title. V. Series.

IDB-TN-2841

JEL codes: J16, J21.

Keywords: Gender Parity Accelerators, public-private collaboration, Latin
America, women's participation in the labor force, gender wage gap.

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Gender Parity Accelerators in Latin America 2016–22

A PUBLIC-PRIVATE COLLABORATION TO ACCELERATE EQUALITY

Promoted by the Inter-American Development Bank, in collaboration with the World Economic Forum and the French Development Agency



María Teresa Villanueva
Carina Lupica
Vivian Roza

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Summary

In 2012, the World Economic Forum (the Forum) launched Working Groups on Gender Parity with the aim of involving more women in the economy. These later evolved into [Gender Parity Accelerators](#), which, when introduced in Latin America and the Caribbean, were called by their Spanish name, *Iniciativas de Paridad de Género* (from now on referred to as IPG). From 2016 through the end of 2022, the Inter-American Development Bank (IDB), in collaboration with the Forum and the [French Development Agency](#) (AFD), implemented IPG in nine countries in the region: Chile, Panama, Argentina, Costa Rica, Colombia, the Dominican Republic, Ecuador, Mexico, and Honduras, in that order. The AFD took part in the implementation in the Dominican Republic, Costa Rica, Mexico, and Ecuador after it joined the alliance in 2019.

IPG are public-private collaborations that convene high-level leaders from the public and private sectors to promote solutions to accelerate the closing of economic gender gaps. In each country, the IPG offers a platform for collaboration that assists governments and companies in developing and implementing Action Plans and designing concrete measures to increase women's participation in the labor force, reduce the gender pay gap, and increase female leadership. This document analyzes the lessons learned during the last seven years of IPG development and proposes measures to strengthen the model.



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Acronyms and Abbreviations

AED	Business Alliance for Development (Costa Rica)
ANDI	National Association of Industries (Colombia)
AFD	French Development Agency
ASEA	Association of Argentine Entrepreneurs
CADEXO	Costa Rican Chamber of Exporters
CAEM	Argentine Chamber of Mining Companies
CANATUR	Costa Rican National Chamber of Tourism
CINDE	Costa Rican Investment Promotion Agency
CIPPREC	Center for the Implementation of Public Policies for Equity and Growth (Argentina)
CGT	General Confederation of Labor (Colombia)
COCIER	Colombian Committee of the Regional Energy Integration Commission
CTC	Confederation of Workers (Colombia)
CUT	Central Union of Workers (Colombia)
ECLAC	Economic Commission for Latin America and the Caribbean
ENOHSA	Argentine National Entity of Water Works for Sanitation
ENUT	National Survey on Time Use (Costa Rica)
GDP	Gross domestic product
GES	Gender Equality Seal for public and private enterprises of the United Nations Development Program
ICT	Information and communication technology
IDB	Inter-American Development Bank

ILO	International Labor Organization
INAMU	National Women's Institute
INCAE	Central American Institute of Business Administration
IPSA	Índice de Precio Selectivo de Acciones (Selective Stock Price Index)
IPG	Iniciativa de Paridad de Género (Gender Parity Accelerator)
LATAM	Latin America
LAC	Latin America and the Caribbean
MITRADEL	Ministry of Labor and Work Development of Panama
NMEG	Ministry of Women and Gender Equity of Chile
PBL	Policy-based loan
PEIM	Labor and Employability Policy for Women in Panama
PROAS	Water and Sanitation Program for Minor Communities in Argentina
RPG	Regional Public Good
REDCUDI	Costa Rican Network of Child Care and Development
SEMIN	Argentine Mining Secretariat
SME	Small and medium-sized enterprise
STEAM	Science, technology, engineering, arts and mathematics
UCCAEP	Costa Rican Union of Chambers and Associations of the Private Business Sector
UNDP	United Nations Development Programme
WEF	World Economic Forum
WEP	Women Empowerment Principle
YPF S.A.	Yacimientos Petrolíferos Fiscales, Sociedad Anónima

Acknowledgments

The authors of this document appreciate the contributions of women and men leaders from both the public and private sectors who have provided information for its creation; the input and review of Caridad Araujo, Chief of the Gender and Diversity Division of the Inter-American Development Bank (IDB); the Spanish editorial review of Pilar Puebla and Gabriela Paz y Miño; the Spanish-English translation by Florentina Preve; the English editorial review by Lisa Ferraro; and the graphic design work of the team of Beyup Global. The authors would also like to thank the World Economic Forum and the French Development Agency, especially Diego Bustamante, Paula Cubillos, and Julia Hakspiel, for their collaboration and contribution to the implementation of the IPG in Latin America.

This document was developed collaboratively by all those who work on IPG daily: Verónica Alaimo, Adriana Almonacid, Gina Andrade, Analía Avella, Virginia Barreiro, Loreto Biehl, Diana Bocarejo, Monserrat Bustelo, Cristián Castillo, Pamela Castillo, Diana Duque, Rhina Fortuna, Ana Grigera, Nidia Hidalgo, Pablo Kuri, Laura Catalina Londoño, Fabiola Martínez, Andrea Monje, Fanny Moreira, Nicole Peña, Ana Cristina Pérez, Susana Porras, Mariana Ramírez, Lucía Ríos Bellagamba, Flor Rodríguez, Sabby Romero, Andrea Saldarriaga, María Teresa Silva Porto, and Agustina Suaya.

We extend our sincere appreciation to all of them.

Foreword

Reducing the economic gender gaps in Latin America and the Caribbean (LAC) is imperative to the development of the region. In 2019, the labor participation of women ages 25–64 years in the region reached 66 percent, still well below that of men, which has been over 90 percent since 1970¹. This disparity represents an underutilization of talent that limits innovation and economic development.

Aware of the need to promote public policies and actions at the highest level to close economic gaps, the Inter-American Development Bank (IDB) and the World Economic Forum (the Forum) formed an alliance in December 2016 to help governments in Latin America and the Caribbean develop and implement Gender Parity Accelerators—in Spanish, *Iniciativas de Paridad de Género*, or IPG. The French Development Agency added its support in 2019. These initiatives are implemented jointly by the public and the private sectors. IPG develop and implement Action Plans at both the institutional and national levels to achieve three goals: to increase women’s participation in the labor force, to reduce the gender wage gap, and to bring more women into leadership positions.

IPG have been implemented in nine countries in the region: Chile, Panama, Argentina, Costa Rica, Colombia, the Dominican Republic, Ecuador, Mexico, and Honduras, in that order. This publication relates the lessons learned during the past seven years (2016–23) and proposes concrete measures to build upon them in the future. The effective dissemination of the methodology and lessons from the IPG already implemented will play a key role in the promotion and fostering of policies and public and private programs that ensure greater opportunities and equality for women in the region.

This report ratifies the commitment of our institutions to continue along our path toward gender equality in all spheres, driving actions to make the full participation of women a priority in both public and private sectors.

María Caridad Araujo

Head of Gender and Diversity Division, Inter-American Development Bank

Saadia Zahidi

Managing Director, World Economic Forum

¹ IDB, 2022. Harmonized Household Surveys for LAC.

Executive Summary

Gender Parity Accelerators—in Spanish, Iniciativas de Paridad de Género, and from now on referred to as IPG— are public-private collaborations that convene high-level leaders from the public and private sectors to promote solutions to accelerate the closing of economic gender gaps. IPG offer a platform for collaboration that helps governments and companies develop and implement Action Plans and design concrete measures to increase the participation of women in the labor force, promote their inclusion in leadership positions, and reduce the gender wage gap.

The first IPG emerged in 2012, when, to involve more women in the economy, the World Economic Forum (the Forum) launched Working Groups on Gender Parity, which later evolved into Gender Parity Accelerators, with the Spanish name adopted when they were introduced into Latin America and the Caribbean. Since 2016, the Inter-American Development Bank (IDB), in collaboration with the Forum and the French Development Agency (AFD), has implemented IPG in nine countries in the region: Chile, Panama, Argentina, Costa Rica, Colombia, the Dominican Republic, Ecuador, Mexico, and Honduras, in that order.

In each country where an IPG was developed, a roadmap with six main milestones was deployed: 1) The creation of a Leadership Group, comprising leaders from both the public and private sectors who direct the IPG strategy. 2) The activation of a Technical Group and others who support the implementation of the initiative. 3) The development of a diagnosis to determine the economic gender gaps in the country. 4) The preparation of an Action Plan with concrete and measurable steps to close the gender gaps. 5) The launch of the IPG at a public event attended by government authorities, representatives of the Leadership Group, the IDB, the World Economic Forum, and the French Development Agency. 6) The implementation of specific actions to comply with the Action Plan, including the adhesion of companies committed to IPG objectives, the generation and exchange of knowledge, and the technical assistance by the IPG Regional Coordination team.

Gender Parity Accelerators—in Spanish, Iniciativas de Paridad de Género—are public-private collaborations that convene high-level leaders from the public and private sectors to promote solutions to accelerate the closing of economic gender gaps.

IPG have proved effective for supporting countries' work toward establishing gender equality. They have helped make possible the production and presentation of evidence of the magnitude of the economic gender gaps in LATAM countries and of the differential impact of the COVID-19 crisis on the work of men and women. Moreover, they have enabled the promotion of changes in public policies and laws, reaffirmed the commitment by companies in the private sector to closing their gender gaps, and supported the access to and progress of women in nontraditional sectors, such as construction, mining, and energy.

In the seven years IPG have operated in LATAM, several lessons have been drawn. Among the most important is that the effectiveness of IPG is reflected by the capacity they have in three respects: to convene leaders from the highest levels, such as CEOs of companies and ministers from the public sector, to work together to close economic gender gaps; to engage the treasury, finance, and/or production sectors in the conversation about the importance of the gender gaps and their closing to the development and growth of the country; and to gather and coordinate existing efforts from the public sector and promote new regulations and projects for closing the economic gaps that affect women. Other factors that have contributed to the IPG's effectiveness are the capacity to develop and promote synergies with existing initiatives and allies, the creation of Action Plans with closely defined, specific, and measurable actions, and the generation and dissemination of knowledge and best practices.

Taking into consideration the lessons learned and the dynamic changes in the economic, social, and political context of the region, this report proposes several measures to strengthen the IPG model for the future. They include developing more limited Action Plans; focusing the actions on sectors that present more opportunities for growth; and including in the Action Plans the development and financing of pilot programs with rapid cycles of continuous upgrading, focused on the closing of the economic gender gaps.

1 Gender Parity Accelerators in Latin America

During the 21st century, women from Latin American and Caribbean (LAC) countries have achieved important goals regarding their participation in the labor market. In 2000, the participation of women ages 25–64 years in the region was 57.3 percent; in 2019, it reached 66 percent.² Women's presence in the labor market is still well below that of men, which has been over 90 percent since 1970. The persistent economic gender gaps were further exacerbated by the COVID-19 pandemic, during which more than 31 million jobs were lost, 8.2 million of them formal. Women were more affected than men in this respect, with steep declines in labor force participation rates from which they took longer to recover.³

The gender wage gap is another great disadvantage for women, who earn, on average, 12 percent less than men. Controlling for education, the gap increases by 21 percent.⁴ Inequality is also persistent in terms of who is in charge throughout Latin America, with women underrepresented in leadership positions both in private companies and public administration. On average, women occupy 15 percent of positions on boards of directors, as opposed to 85 percent for men.⁵ In public administration, where women represent 52 percent of the labor force, they hold only 23.6 percent in level one of hierarchy (equivalent to a minister) and 44.2 percent in level four (equivalent to a director).⁶

Women's disadvantages in the labor market have significant consequences for economic growth. According to estimates from the Inter-American Development Bank, closing the economic gender gap in Southern Cone countries would result in an increase in gross domestic product (GDP) of between 4 and 15 percent, depending on the country. In Brazil, the gains could reach up to 30 percent if race gaps were also closed.⁷

² IDB, 2022. [Encuestas de hogares armonizadas de América Latina y el Caribe](#).

³ Aguerrevere, G. et al. (2022). [La gran oportunidad: de la crisis a la transformación del empleo femenino](#). IDB. With data from: [Observatorio Laboral COVID-19](#), IDB.

⁴ IDB, 2022. [Harmonized Household Surveys for LAC](#).

⁵ Basco, A. et al. (2021). [Una olimpiada desigual. La equidad de género en las empresas latinoamericanas y del Caribe](#). Institute for the Integration of Latin America and the Caribbean, Gender and Diversity Division, IDB Invest.

⁶ Naranjo Bautista, S. et al. (2022). [Mujeres líderes en el sector público de América Latina y el Caribe. Brechas y oportunidades](#). IDB.

⁷ Frisancho, V. and Queijo Von Heideken, V. (2022). [Cerrando Brechas de Género en el Cono Sur: un potencial de crecimiento desaprovechado](#), IDB.

In 2016, to address these inequalities and help close the economic gender gaps, the **Inter American Development Bank** (IDB) and the **World Economic Forum** (the Forum) joined forces, with the aim of boosting **Iniciativas de Paridad de Género (IPG)**⁸ in the region. The **French Development Agency** (AFD) joined in 2019.

IPG are public-private collaborations that **convene high-level actors of both sectors** to work toward **solutions** to promote gender equality and accelerate the closing of economic gender gaps. In the process, they engage a wide range of companies and actors from government and civil society at the national level. IPG offer a collaboration platform that helps governments and companies in every country undertake decisive actions to accomplish three main objectives, described in Figure 1.

FIGURE 1 OBJECTIVES OF THE GENDER PARITY ACCELERATORS



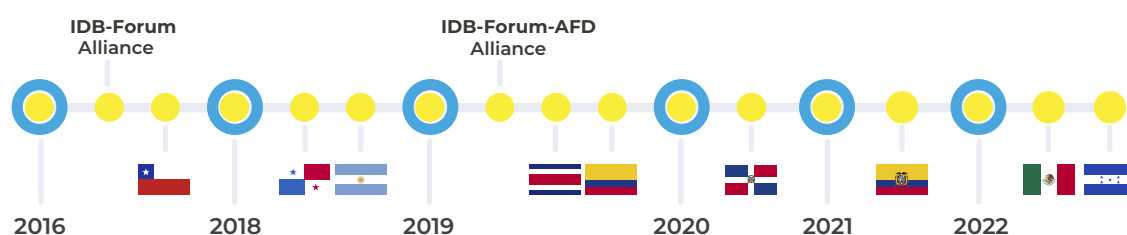
The main added value of IPG is the continuous **dialogue** into which the key actors enter, the fostering of **joint actions**, and the **sharing of best practices and experiences** in pursuit of parity.

IPG develop and implement Action Plans, which last three years on average. In each country, the government leaders and representatives from the private-sector companies involved in the initiative form a Leadership Group in charge of guiding the process, prioritizing the efforts, and ensuring

⁸ The first IPG emerged in 2012 when, to include more women in the economy, the World Economic Forum, launched the Gender Parity Task Forces, or [Gender Parity Accelerators](#). These have been implemented in Egypt, Japan, Jordan, Kazakhstan, and Kenya.

the progress of the actions undertaken. Implementation of the initiative allows governments and companies to exchange knowledge and experiences with other countries and to receive continuous technical support from the IDB and the AFD.⁹ To date, **Iniciativas de Paridad de Género** have been implemented in nine countries in Latin America: Chile, [Panamá](#), Argentina, [Costa Rica](#), [Colombia](#), [the Dominican Republic](#), Ecuador, México and Honduras, in that order (see Figure 2).¹⁰

FIGURE 2. IPG DEVELOPMENT IN LATAM REGION



IPG develop and implement Action Plans, which last three years on average. These plans include measures to close economic gender gaps.

The purpose of this document is to report on the methods of and work completed through IPG, share lessons learned, and propose measures to strengthen the model. The first chapter describes the procedures developed to launch and implement IPG and presents the main outcomes achieved. It includes examples of the best practices of the companies and public institutions that have joined IPG to move toward the closing of their economic gender gaps. Also analyzed are the factors that have contributed positively to the outcomes of the initiative. Lastly,

based on the lessons learned, measures to strengthen the model are proposed.

⁹ Between 2016 and 2022, IPG implementation in LATAM was financed with more than \$4 million from non-reimbursable technical cooperations of the IDB and about \$500,000 more from non-reimbursable technical cooperations of the AFD, executed by the IDB.

¹⁰ These nine countries are part of the WEF's [Global Accelerators Network](#) which provides a platform for the exchange of ideas, experiences, and best practices among more than 30 countries that are working to close gaps in gender parity, employment, education, skills, and innovation.

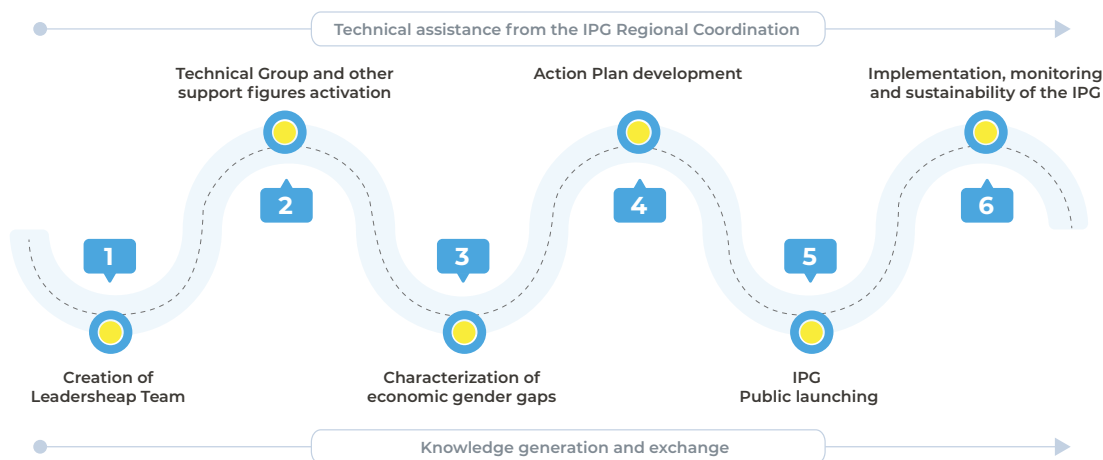
The second chapter provides information on the governance and leadership structure of each of the nine national IPG, its starting context, the main measures included in its Action Plan, and its outstanding achievements.

At the end of this publication, an annex provides examples of national and international meetings and forums organized within the framework of the IPG, as well as a list of publications, articles, newsletters, and multimedia products generated by IPG in Latin America.

1.1 Roadmap for the Development of an IPG

IPG methodology was developed in LATAM based on guidelines and lessons learned from previous World Economic Forum experiences.¹¹ Through the years, this methodology was collectively refined and fitted to the needs, idiosyncrasies, and social, political, and institutional realities of each country in the region. In all the countries, IPG launching and implementation has followed a path marked by a series of milestones, as shown in Figure 3 and detailed below.

FIGURE 3. ROADMAP FOR THE DEVELOPMENT OF AN IPG



¹¹ WEF (2016). [Closing the Economic Gender Gap: Learning from the Gender Parity Task Forces](#).




1.1.1 First Milestone: The Creation of the Leadership Group

In each country that began the process, the IDB and the Forum suggested the development of an IPG to representatives of key institutions in the public sector as an opportunity to drive actions for closing economic gender gaps in their country. These actors assumed the role of initiative leaders. The involvement **of representatives at the highest political levels of decision making and convening power** was intended to provide the **greatest possible visibility and commitment** to the IPG and its development.

A characteristic feature of IPG is that each country appoints public officials and business leaders to a **Leadership Group**. Between 2016 and 2023, **a total of sixty ministers and/or high-ranking public officials altogether** with high convening power committed to taking part in these groups. In addition, the participation of **seventy CEOs and/or general managers from some of the private companies that generate the largest number of jobs** was achieved. Accordingly, IPG materialized into public-private commitments at the highest level. Table 1 lists the public- and private-sector organizations belonging to the IPG Leadership Groups in LATAM.

TABLE 1. MEMBERS OF IPG LEADERSHIP GROUPS IN LATAM

COUNTRY	PUBLIC-SECTOR LEADERSHIP	PRIVATE-SECTOR LEADERSHIP
<p>ARGENTINA</p> 	<p>Members (2017)</p> <ul style="list-style-type: none"> - National Vice Presidency and Ministry Cabinet Chief - Ministry of Social Development - Ministry of Labor - Presidency of the High-Level Council for Global Analysis - Ministry of Production - Ministry of Security - Ministry of Education - Ministry of Finance <p>Members (2018-19)</p> <ul style="list-style-type: none"> - Ministry of Health and Social Development - Former Labor and Employment Secretariat 	<p>Members (2017-19)</p> <ul style="list-style-type: none"> - Accenture - YPF S.A. - AVON - LATAM - Mercer
<p>CHILE</p> 	<p>Members (2016-20)</p> <ul style="list-style-type: none"> - Ministry of Women and Gender Equity - Ministry of Finance - Ministry of Labor of Social Security - Ministry of Economy, Promotion, and Tourism - Superintendency of banks and other financial <p>Members (2021)</p> <ul style="list-style-type: none"> - Ministry of Women and Gender Equity - Women Subsecretariat - Labor Subsecretariat - Finance Subsecretariat - Economy Subsecretariat 	<p>Members (2016-20)</p> <ul style="list-style-type: none"> - Telefónica - Antofagasta Minerals - Sodexo - Manpower Group - Comunidad Mujer (civil society organization, headed at the time by a businesswoman) <p>Members (2021)</p> <ul style="list-style-type: none"> - Caja La Araucana - Chamber of Commerce of Chile - Coca Cola Company - Diario Financiero - Enaex - Sodexo - Antofagasta Minerals - Chamber of Construction of Chile - Comunidad Mujer (civil society organization)

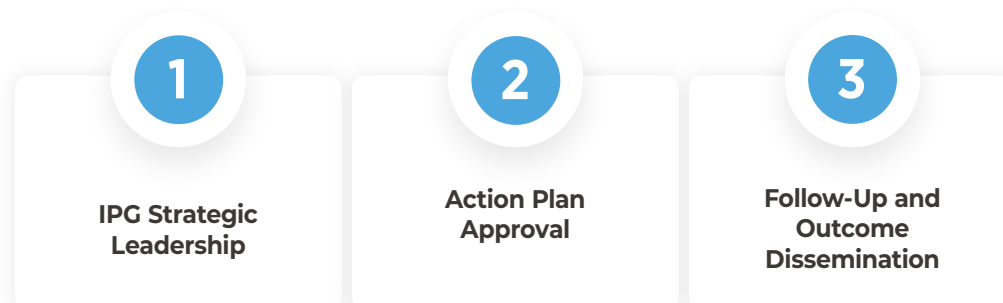
COUNTRY	PUBLIC-SECTOR LEADERSHIP	PRIVATE-SECTOR LEADERSHIP
COLOMBIA 	Members (2018-23) <ul style="list-style-type: none"> - Ministry of Labor - Vice Presidency of the Republic - Council for Women's Equity - Department of Social Prosperity - Ministry of Trade, Industry, and Tourism - Ministry of Mining and Energy 	Members (2018-23) <ul style="list-style-type: none"> - National Association of Industries (ANDI) - Chamber of Commerce of Bogota - Ecopetrol - Grupo Enel - Movistar - Grupo Sura - Surtigas - Terpel
COSTA RICA 	Members (2019-22) <ul style="list-style-type: none"> - First Vice Presidency - National Women's Institute (INAMU) - Minister of the Condition of Women - Ministry of National Planning and Economic Policy - Ministry of Economy, Industry, and Trade - Ministry of Labor and Social Security - Foreign Trade Promoter (PROCOMER) 	Members (2019-22) <ul style="list-style-type: none"> - Costa Rican Union of Chambers and Associations of the Private Sector (UCCAEP) - Costa Rican Chamber of Exporters (CADEXCO) - Business Alliance for Development (AED) - National Tourism Chamber (CANATUR) - Costa Rica Investment Promotion Agency (CINDE) - Chamber of Commerce of Costa Rica (2021-23)
ECUADOR 	Members (2020-23) <ul style="list-style-type: none"> - Ministry of Economy and Finances - Ministry of Production, Foreign Trade, Investment, and Fishery - Ministry of Labor - Secretariat for Human Rights - Technical Secretariat for the National Council for Gender Equity - Ministry of Agriculture and Livestock Secretariat - Ministry of Tourism - President of the Board of the National Financial Corporation - President of the Board of the National Corporation for Popular and Solidarity Finances - General Manager of Ecuador's Central Bank - General Manager of BanEcuador - General Manager of the National Institute for Popular and Solidarity Economy 	Members (2020-23) <ul style="list-style-type: none"> - Holcim Ecuador S.A. - Consorcio NOBIS - UNILEVER - Banco Pichincha - Arcos Dorados S.A, McDonald's - Latinomedical S.A, Grupo Veris - Banco de Guayaquil S.A - Deutsche Post DHL Group - Nestlé Ecuador S.A.

COUNTRY	PUBLIC-SECTOR LEADERSHIP	PRIVATE-SECTOR LEADERSHIP
HONDURAS 	Members (2022-23) <ul style="list-style-type: none"> - Secretariat of Women's Issues - Investment Bureau - Secretariat of Labor and Social Security - Secretariat of Agriculture and Livestock - Secretariat of Economic Development 	Members (2022-23) <ul style="list-style-type: none"> - CARGILL - Gildan - ELCATEX - Walmart - Grupo Terra
MEXICO 	Members (2022-23) <ul style="list-style-type: none"> - Economy Secretariat - Tourism Secretariat - Labor and Social Security Secretariat - Finance and Public Debt Secretariat - Agriculture and Rural Development Secretariat - National Women's Institute 	Members (2022-23) <ul style="list-style-type: none"> - Sofftek - IBM - Consolid México - City Express - AT&T - Grupo BAL - 3M - PepsiCo - Danone - SAP - FEMSA - Manpower Group
PANAMA 	Members (2018-23) <ul style="list-style-type: none"> - Ministry of Social Development - Ministry of Foreign Affairs - Ministry of Education - Ministry of Economy and Finance - Ministry of Labor and Social Development - Micro, Small and Medium Enterprise Authority (AMPYME) - Panama Canal Authority - National Science, Technology, and Innovation Secretariat - Superintendency of Capital Markets - Ministry of Women 	Members (2018-23) <ul style="list-style-type: none"> - Procter & Gamble - Tecnasa - GVA Grupo Verde Azul - Stratego - Empresas Bern - Banistmo - Copa Airlines - Banco General

COUNTRY	PUBLIC-SECTOR LEADERSHIP	PRIVATE-SECTOR LEADERSHIP
DOMINICAN REPUBLIC 	Members (2018-2023) <ul style="list-style-type: none"> - Ministry of the Presidency - Ministry of Women - Ministry of Labor - Ministry of Higher Education and Technology - Ministry of Education - Ministry of Public Administration - Ministry of Industry and Trade and Micro, Small, and Medium Enterprises (MSMEs) - Professional Technical Institute - National Disability Council - National Statistics Office 	Members (2018-2023) <ul style="list-style-type: none"> - Dominican Watchman - BHD - Grupo Punta Cana - Presidenta Banco ADOPEM - Headrick - Barrick Gold - National Association of Companies and Industries of Herrera - Chamber of Commerce of Santiago/ ImYaque - Association of Industries of the Dominican Republic (AIRD) - Consorcio Energético Punta Cana - Macao (CEPM) y Energas - INICIA - NAP del Caribe - American Chamber of Commerce of the Dominican Republic (AMCHAMRD) (joined 2022)

As summarized in Figure 4, the members of each country’s Leadership Group have, since its creation, **assumed the responsibility of strategically guiding the IPG at the national level, providing leadership and driving the initiative, approving the national characterization of economic gender gaps, endorsing the proposed Action Plan, and following up on and disseminating the outcomes.**

FIGURE 4. LEADERSHIP GROUP RESPONSIBILITIES



Based on the experience gained during this period, it is recommended that Leadership Groups comprise up to twelve representatives of the public and private sectors, with their membership reflecting gender parity to the maximum extent possible. To take part in these groups, representatives from the private sector need to pass an integrity evaluation administered by the IDB.

One characteristic that sets IPG apart from other initiatives seeking to close economic gender gaps is that they deem the challenge to meet gender parity in terms of access to job and business opportunities to be an economical and productivity issue for the country. To that end, **IPG involve ministries of finance, economy, production, and labor, key actors in economic policies.**

The involvement of these ministries has been key to achieving the involvement and commitment of private-sector male and female leaders in the IPG analyzed here; undoubtedly, it was one of the main contributions of the initiatives to the region. The president of Grupo Éxito, for example, supervised the work with the private sector of the IPG of Colombia (2018–22). Grupo Éxito is one of the main online retailers in South America, with more than 36,000 employees. In 2018, it joined the IPG of Colombia Leadership Group and, in 2022, together with the Ministry of Labor, it designed



and launched a toolkit called “Equi-Rutas.” This toolkit helps other businesses and small companies in the supply chain of Grupo Éxito learn about good trade practices, incorporate screening tools for gender gap identification, and receive support in closing them. Currently, it is used by all 135 companies in the IPG of Colombia.

The involvement of public and private actors at the highest levels in the development of IPG has made it possible to **encourage the participation and commitment of the main companies and public institutions in each country**. Since men occupy most of the leadership positions in public and private entities in the region, IPG also provide rare public spaces for their participation in discussions on gender issues. The result is more awareness and greater visibility of the problems and consequences of economic gender gaps, which compels leaders to commit publicly to becoming allies for gender equality. The CEO of Edwards LifeSciences, for example, one of the leaders in the IPG of Costa Rica, played a key role at the [Annual Meeting of the Boards of Governors of the IDB and IDB Invest](#) held in Panama in March 2023 to promote the program Gane-Gane-Gane. Also known as [Gane tr3s](#), this program is based on a copayment model in which the cost of child care centers for the most vulnerable women employees with children under the age of four years is distributed among companies, families, and the state. Its name is a direct reference to the triple benefit obtained: for the children, because they will be better taken care of; for the most vulnerable women employees, who will not quit their jobs due to lack of proper child care, and for the companies, since this measure may improve the permanence of most vulnerable women employees and reduce absenteeism.

IPG involve ministries of finance, economy, production, and labor, key actors in economic policies. This way, they deem the challenge to meet gender parity in terms of access to job and business opportunities to be an economical and productivity issue for the country.

Ministries of Women have had a key role in all IPG as the guiding, regulatory, and coordinating bodies for government policies for the advancement of women and the development of the countries. These ministries take the lead in capacity building within governments, in the creation of networks with actors, and in obtaining evidence on the status of gender gaps and the effectiveness of programs to close them.¹² The Ministry of Women and Gender Equity of Chile, for

¹² Bustelo, Suaya and Martinez (2022). [Why do we need Ministries of Women?](#). Inter-American Development Bank (IDB). Washington, D.C.

example, has led the IPG there since its creation in 2016 and, in 2021, also assumed the Technical Secretariat of the initiatives. The ministry promoted the restructuring of the composition of the Leadership Group and the update of the IPG Action Plan. One measure implemented was the creation of an **Initiatives Registry** for closing the economic gender gaps in Chile, as disclosed in a blog that provides information about its IPG.

1.1.2 Second Milestone: The Activation of the Technical Group and Other Support Figures

With the development of the IPG in LATAM, **the governance model was gradually adapted to the realities and needs of each country**. In Chile, for example, the Leadership Group formed a **Technical Group** from among its own members, with the mandate to provide continuous follow-up on the creation and execution of the IPG's Action Plan. Meanwhile, in Panama, a new group of **Strategic Allies** emerged, made up of representatives of such relevant entities as the United Nations, the Fundación Ciudad del Saber, SUMARSE, and the Association of Women Leaders, who work on gender issues and for economic opportunities. Among the main functions of this group was to provide knowledge and relate experiences to inform the design of the Action Plan, as well as support its dissemination and implementation, as shown in Table 2.

In this way, the governance structure of IPG in LATAM evolved to the point where all included a Leadership Group, a Technical Group, a Strategic Allies Group, and a Technical Secretariat, responsible for the coordination at a national level, as shown in Figure 5.

FIGURE 5. NATIONAL IPG GOVERNANCE MODEL IN LATAM



TABLE 2. MAIN IPG GOVERNANCE ROLES AND FUNCTIONS OF THE ACTORS IN LATAM

LEADERSHIP GROUP	TECHNICAL GROUP
<ul style="list-style-type: none"> - Provides IPG strategic leadership. - Approves the IPG's Action Plan and ensures compliance with it. - Helps disseminate information about the IPG and its results. - Promotes and provides ideas for continuous enhancement of the IPG. 	<ul style="list-style-type: none"> - Keeps the IPG's leaders informed about its activities and progress. - Designs collaboratively the IPG's Action Plan growth and guidance for implementation and monitoring. - Disseminates information about the IPG and creates alliances with other organizations, particularly those in the Strategic Allies Group. - Shares with public institutions and private companies that are members of the IPG information on policies, best practices, and/or actions implemented in their organizations.
STRATEGIC ALLIES GROUP	TECHNICAL SECRETARIAT
<ul style="list-style-type: none"> - Advises the Technical Group on barriers faced by women in the labor market and on policies and practices that are or could be implemented to close economic gender gaps. - Participates collaboratively in the construction of the IPG's Action Plan and the implementation of some of the actions in which group members have experience or interest. - Supports the dissemination of updates on the IPG and its results in knowledge products and/or seminars and workshops that group members organize. 	<ul style="list-style-type: none"> - Facilitates the coordination of information among all actors linked to the IPG. - Coordinates the work of the Technical Group and distributes meeting minutes setting forth the main agreements. - Creates and disseminates reports on IPG systematization and growth results. - Participates in events, seminars, and workshop related to the closing of gender economic gaps and disseminates updates on the IPG. - Shares best practices and lessons learned in the context of the IPG with the Technical Secretariats of other IPG and at national and global meetings.

Some LATAM countries institutionalized the IPG governance structure. In Panama, for example, the composition and functions of each organization and representative of the IPG were institutionalized through the creation of the **National Council for Gender Parity**, regulated by an executive decree.¹³ In Costa Rica, also by means of a decree, a **High-Level Commission for the Equal Participation of Women in the Country's Economic Processes** was formed¹⁴. The institution-

¹³ Executive Decree No. 236 (dated July 11, 2018), as modified: Executive Decree No. 624 (dated October 17, 2018), Executive Decree No. 192 (dated October 18, 2019), Executive Decree No. 315 (dated November 26, 2019), Executive Decree No. 512 (dated June 16, 2020).

¹⁴ Decree No. 42877-MEP-MEIC-MTSS-MIDEPLAN-MCM.

alized Leadership Groups favored sustainability of the IPG over time, especially during changes in national administrations. In countries where they were not institutionalized, government changes made it more challenging for the work teams to grant continuity to the IPG, continue working with the same Leadership Groups, or advance the implementation of Action Plans designed by other government administrations.

1.1.3 Third Milestone: The Characterization of the Economic Gender Gaps

The successful integration and progress of women in the labor market requires a broad understanding of the initial context, as well as the barriers that hinder their economic participation. The first activity of each country's Leadership Group, then, was to help with the **preparation of a document that characterized the economic gender gaps** in the country.

These characterization (or diagnostic) documents exposed such gaps in terms of labor participation, income, and representation of women in leadership positions.

They also represented a first evaluation of the balance between the policies and practices (both public and private) that have an impact on these gaps. **The ultimate goal was to provide the information each country needed to create its IPG's Action Plan.** In most cases, the characterization document was made up of three sections:

1. Labor statistics on women and men in the public and private sectors.
2. Mapping of public- and private-sector policies.
3. Mapping of national and global best practices.

The documents were prepared by consulting firms specifically hired for that purpose. Developed through a participative and consensual process, they were enhanced by input provided by the members of the Technical Groups and the Strategic Allies during workshops. IDB technical teams, the Forum, and the AFD also provided technical support throughout the development process. Once finalized, the documents were submitted to the Leadership Group for approval.

The first activity of each country's Leadership Group was to help with the preparation of a document that characterized the economic gender gaps in the country.

These documents allowed the informed construction of each country's IPG and the incorporation of public policies and business practices to generate more and better economic opportunities for women. The statistical information collected to develop them was very useful, as was the identification of information needs and of opportunities to improve national surveys to meet them. The process of developing the documents was, moreover, an excellent opportunity to collect information on public- and private-sector programs and practices and detect overlapping targets and actions, as well as to disseminate best practices that could be replicated or would inform the implementation of similar measures. Finally, the documents provided a snapshot of the economic gender gaps at the time each IPG started and could be used as a baseline to monitor progress in the country. Table 3 presents a chronological list of the documents created, with links to those that are publicly accessible.

TABLE 3. DIAGNOSTIC DOCUMENTS DEVELOPED BY THE IPG

COUNTRY - YEAR	TITLE	CONSULTING FIRM
CHILE - 2016	Public-Private Collaboration to Close Economic Gender Gaps	Comunidad Mujer
ARGENTINA - 2017	Public Policy Diagnosis to Close Gender Gaps in the Labor Market	CIPPEC
PANAMÁ - 2018	Gender Parity Diagnosis in Panama: Public-Private Accelerator to Reduce Economic Gender Gaps	ENRED Panamá
COLOMBIA - 2019	Public-Private Accelerator to Reduce Economic Gender Gaps in Colombia Diagnosis	ECONESTUDIO y Aequales
DOMINICAN REPUBLIC - 2019	Characterization of the Dominican Labor Market: Barriers Faced by Women in the Labor Market and Main Policies and Programs Implemented for Reducing Them. Full document.	ENRED Panamá
COSTA RICA - 2019	Diagnosis for Gender Parity Accelerator in Costa Rica	INCAE
ECUADOR - 2021	Characterization of the Economic Gender Gaps in Ecuador	Centro de Estudios Educativos y Sociales GENDERS AC
HONDURAS - 2022	Diagnosis of the Economic Gender Gaps in Honduras. Updated 2023.	ENRED Panamá
MEXICO - 2022	Characterization of Gender Gaps and Analysis of Barriers in the Labor Market and the Business Sector	Centro de Estudios Educativos y Sociales GENDERS AC

1.1.4 Fourth Milestone: The Development of the Action Plan

After characterizing the economic gender gaps, the participating public and private entities made individual and collective commitments and designed actions to fulfill them. These commitments **materialized in each country with an Action Plan, including a three-year schedule and the definition of goals linked to each action**. Each Action Plan was prepared by the Technical Group, based on the country's gender gap characterization report. In a second phase, the Action Plan was approved by the Leadership Group.

The aims included in the Action Plan were always **measurable and realistic**, while still ambitious. Table 4 shows a chronological list of the Action Plans created, with links to those that are publicly accessible.



During the participatory process of creating the plans, the following activities were held:

- **Program and Policy Priority Workshop:** A one-day meeting was convened for members of the Technical Group, IDB, AFD and the Forum technicians and the Strategic Allies. The goal was to establish a prioritization process for policies and programs to be incorporated into each Action Plan.
- A **Validation Meeting with the Leadership Group** was also called to validate the Action Plan created by the Technical Group.

TABLE 4. IPG ACTION PLANS

COUNTRY - YEAR	TITLE
CHILE - 2018	10 Measures to Promote Gender Parity
ARGENTINA - 2018	Action Plan
PANAMA - 2019	Action Plan. 12 Measures
COLOMBIA - 2019	Actions in the Action Plan
DOMINICAN REPUBLIC - 2019	Action Plan
COSTA RICA - 2020	Action Plan. Strategic Axes
ECUADOR - 2022	IPG Action Plan: Strategic Guideline and Priority Lines of Action
HONDURAS - 2023	Action Plan
MEXICO - 2023	Action Plan*

*At the time of this writing, Mexico had finalized the development of its Action Plan, but it had not yet been approved by the Leadership Group.

1.1.5 Fifth Milestone: IPG Public Release

A pivotal moment for every IPG was the formal launch of the initiative, which took place when its Leadership Group delivered the Action Plan to the president of the country at a public event. In most cases, these events were attended by representatives from the public and private sectors and the media, as well as IDB, the Forum, and AFD officials. Table 5 lists the IPG's launching events in LATAM countries chronologically.

TABLE 5. IPG LAUNCH EVENTS IN LATAM COUNTRIES

COUNTRY	DATE	PLACE	CHARACTERISTICS
CHILE	November 1, 2016	Casa de la Moneda, Santiago de Chile	The diagnosis document and Action Plan were delivered to the country's president during the event.
PANAMA	January 17, 2018	Chancellery, City of Panam	The Action Plan was presented six months after the launch (July 11, 2018) at a public event headed by the President and Vice President of the Republic. During the presentation, the decree for creation of a National Council for Gender Parity was signed, along with the document that regulates the law specifying women's participation on boards of directors in regulated companies and institutions.
ARGENTINA	November 29, 2018	G20 Summit City of Buenos Aires	The IPG was launched during a meeting of the Business Women Leaders Taskforce, Wo&Me: Better Together, within the framework of the G20.
COLOMBIA	November 6, 2019	Casa or Palacio de Nariño, Bogotá.	The Action Plan was delivered to the President of the Republic during the event.
COSTA RICA	September 24, 2020	Virtual, San José (because of the COVID-19 pandemic, the event was broadcast via Facebook Live and Zoom)	The Action Plan was delivered to the President and Vice President of the Republic during the event.
DOMINICAN REPUBLIC	December 1, 2022	Salón Verde, Palacio Nacional, Santo Domingo	The Action Plan was delivered to the president of the country during the event.

A pivotal moment for every IPG was the formal launch of the initiative, which took place when its Leadership Group delivered the Action Plan to the president of the country at a public event.

At the time this report was finalized, the launches of the most recent IPG, including those of Ecuador, Mexico, and Honduras, had not yet taken place.

Commencement of the development of the initiatives had, however, already been announced. Ecuador made public the creation of its IPG on June 2, 2022, when the Minister of Economy and Finance and the Minister of Production, Foreign Trade, Investment, and Fisheries signed the intersectoral order¹⁵ to create the IPG Leadership Group.

In Mexico, on July 20, 2022, the Secretary of Economy and the Secretary of Tourism [announced the implementation of the IPG](#) during an event moderated by the Secretary of Economy's Subsecretary of Foreign Trade, with the participation of the Secretary of Tourism, the Forum and IDB representatives.

In the case of Honduras, the Minister of Women and the Minister of Investment announced the IPG during the annual Forum meeting, held on January 17, 2023, in Davos. They also formally committed to driving the initiative by signing a cooperation agreement with the Forum.

1.1.6 Sixth Milestone: Implementation, Monitoring, and Sustainability

Once the Action Plan of each country was approved, the implementation phase of the IPG began.

To facilitate this stage, the IDB hired a Technical Secretariat for the IPG to support the government in each country. The Technical Secretariats **played a key role as coordinators and catalysts of the actions of the public-private collaborations**. In this way, they tracked the implementation of the commitments detailed in the Action Plan and designed a strategy of added value to promote the organizations' development as members. At the same time, they highlighted and disseminated the actions of the initiative.

¹⁵ No. GSE-GSBP-GSP-001-2002.

As described below, the efforts conducted during this stage focused on three areas nationally: promoting concrete actions to implement the Action Plan; adhering companies committed to its objectives to the IPG; and implementing cross-cutting measures.

1. Promoting Concrete Actions to Implement the Action Plan

The Technical Secretariats collaborated to coordinate the public-private dialogue and design the interventions and public policies related to the Action Plans of the IPG. This work included designing and implementing replicable and scalable pilot programs, as well as supervising and ensuring the sustainability of the public policies and business practices detailed in the plan.

The proposals and gender policies specific to the public sector that were formulated in the Action Plan for each country included the following:

- **Chile:** In 2019, through participation in public discussions, the IPG contributed to the promotion of important reforms both at the political and legislative levels. One such reform was the extension of '[Programa de 4 a 7](#)', which provides economically active women or those engaged in training a free public alternative for the care of children ages 6 to 13 years in the afternoon and after school.

Additionally, in October 2019, with the support of the Ministry of Labor and Social Security and the Ministry of Women and Gender Equity, the Universal Nursery Bill was passed in the Working Committee of the Senate. This enabled the processing of the bill to continue in the Treasury Committee of the Upper House. Its purpose was to repeal Article 203 of the Labor Code, which requires only companies with twenty or more female workers to offer the service of an adjoining room where employees can leave their children under two years old while they are at work. While this reform had not been adopted as of this writing, Chile's IPG helped initiate public discourse and raise awareness of the benefits of this modification of the Labor Code, particularly among representatives of the private sector.

The IPG also promoted the dissemination of the Civil Service mechanisms for women's access to senior public leadership positions. This led the National Directorate of the Civil Service and the Ministry of Women and Gender Equity to jointly promote and launch, in August 2019, the [Red de Mujeres Líderes del Estado](#). Between 2019 and 2021, the network of women leaders in the State had 248 members, all of whom engaged in free mentoring programs.

- **Panama:** The IPG contributed to the diagnosis and design of the **Public Labor and Employability Policy for Young and Adult Women Who Show Socio-economic Vulnerability in Panama (PEIM)**, which was approved on October 4, 2021. The policy, whose purpose was to foster the economic recovery after the COVID-19 pandemic, was promoted by the Ministry of Labor and Work Development.¹⁶

The IPG also had an impact on the enacting of new legislation related to the **minimum representation of women on the executive boards** of state-owned and mixed-capital companies¹⁷ and on the refinement of existing legislation regarding reduction of the **gender wage gap**.¹⁸

The IPG also supported the creation of the **Women-Owned Business Certification**, established through a resolution of the National Gender Parity Council.

- **Costa Rica:** The IPG participated in public discourse and fostered dialogue between the public and private sectors on the issue of caregiving. This dialogue had an impact on the issuance in 2021 of the first **National Policy of Care** (Law 9941 Regarding the Reactivation and Strengthening of the National Network of Childcare and Development). The measure focused on increasing child care services coverage to reach more families and expanding the care to older adults and people with disabilities or chronic diseases who are dependent.
- **Colombia:** A **study** carried out within the framework of the IPG on the costs and benefits related to the expansion of the paternity leave contributed to the government's decision in July 2021 to extend it from eight days to two weeks. This type of reform contributes to increased participation by fathers in activities related to childcare.

Also implemented by IPG were pilot programs in the following areas:

- **Teleworking.** In the **Dominican Republic**, the IPG implemented a pilot teleworking program with a gender approach for the public and private sectors. The measure was introduced by the General Directorate of Public Procurement

¹⁶ For more information, see [Lanzan Política Pública de Empleabilidad e Inserción Laboral de jóvenes y mujeres en condiciones de vulnerabilidad socioeconómica](#).

¹⁷ Law 56.

¹⁸ Law 4, Equal Opportunities.

with the participation of Microsoft in response to the confinement resulting from the COVID-19 pandemic. This pilot program was in place for two months, with 60.5 percent of the staff of Public Procurement participating. Its main outcome was the development of a remote assistance protocol to offer the services online, eliminating in-person services almost completely. Teleworking enabled the people working in Public Procurement to identify new ways of balancing work and family life. In addition, as a result of its implementation, the directorate saved an estimated \$220,000.¹⁹ Because of the success of the pilot program, the teleworking model has remained in place. At this writing, 17 percent of the 260 people in the directorate telework, in particular in the sectors of information technology, research, and claims.

- **Child Care.** [Gane-Gane-Gane: Public-Private Co-Responsibility for Early Childhood Care and Women’s Labor Insertion](#) was launched jointly through the **IPG of Costa Rica** by the IDB, the Early Childhood Development Innovation Fund, the DEHVI Foundation, the Business Alliance for Development (AED) and the United Way. This pilot program, also known as Gane Tr3s, contributed to positioning corporate co-responsibility as a strategy for sustainability and quality in the care of early childhood, by supporting the development of co-payment plans for caregiving. Gane Tr3s began operating in 2019. By July 2022, [eight companies](#) from the private sector had established co-payment systems to subsidize partially the cost of early childhood care services for their female employees. As of this writing, the program had already benefited 90 families and improved the quality of instruction for 38 child care professionals and 1,220 children in 22 child care facilities. The co-payment systems these companies implemented are very varied and range from a sharing of the cost of child care of 54 percent by the company, 24 percent by the employee, and 22 percent by the solidarity association²⁰ to 100 percent coverage by the company.
- **Leadership.** In 2020, to foster female leadership, the IDB provided organizations that joined and participated in an IPG the [Program for Emerging Women Leaders](#). In 2022, the **IPG of Costa Rica** included this effort in a three-month in-person program to encourage and make visible the leadership of thirty wom-

¹⁹ IPG, Microsoft and DGCP, (2022). [Teletrabajo en República Dominicana. ¿Quién dijo imposible?](#) Report line 9.2 Pilot of Telework in the General Directorate of Public Contracting of the Dominican Republic. August.

²⁰ Solidarity associations in Costa Rica are social organizations regulated by [Law 6970](#) with enrolled workers assuming exclusive responsibility for their administration. These associations can carry out operations related to savings, credit, and investment and develop housing, scientific, sports, artistic, educational, and other programs to enhance the workers’ quality of life.

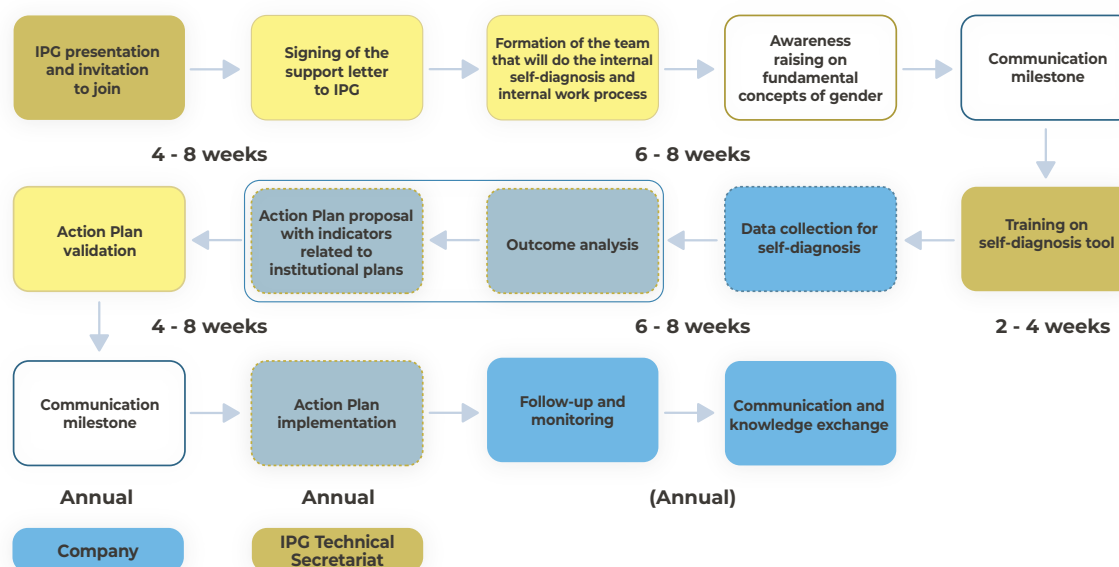
en with high potential from the public and private sectors and civil society. The program was highly valued by the participants, who reported a significant impact on their lives and leadership, especially as a result of participation in the module on mentoring for leadership.²¹

In November 2021, the IDB also introduced an open and free online course, *Liderazgo femenino: Potencia tus habilidades e impulsa el cambio* (Women's Leadership: Boost Your Skills and Drive Change). Guided by experts from the IDB and INCAE Business School, the twenty-hour course offers women in junior-level and middle management positions tools and knowledge that are fundamental for developing and strengthening their leadership skills. The IDB fostered the participation in it of female officials from companies and public organizations in the **IPG of Colombia, Costa Rica, the Dominican Republic, and Panama**. Since the course began, more than 10,000 people have enrolled in it. In March 2023, the IDB launched [a new version](#) of the program, translated into English and adapted to the needs of the Caribbean people.

2. Including Companies Committed to the Objectives of the IPG

In each country with an IPG, an outreach strategy for the business sector was implemented according to the sector's priorities and the agendas agreed upon with the initiative's Leadership Group. After being invited to join the IPG, the companies committed to fostering gender equality internally signed a letter of support. Afterward, they assessed their gender gaps, designed policies to close them, and measured progress and outcomes. The companies received technical support from the Technical Secretariats throughout the entire process, which is described in Figure 6.

²¹ Voces Vitales (2022). Final report. Program Mujeres Líderes Emergentes de Costa Rica. Module 3, Leadership Mentoring Designed for the Inter-American Development Bank – Gender Parity Initiative Costa Rica.

FIGURE 6. ROUTE FOR IPG COMPANIES FROM INCLUSION TO THE IMPLEMENTATION OF THEIR ACTION PLANS


Enterprises that joined IPG benefited from a set of tools developed for evaluating and improving their performance in terms of gender equality, described in Table 6. Two IPG (in Argentina and Chile) designed their own self-diagnosis instruments. In other countries, they used existing methodologies, such as a gender gap analysis tool based on the Women Empowerment Principles (WEP)²² or the Gender Equality Seals promoted by the United Nations²³. They also made use of feedback reports, as well as taking advantage of the technical support from the Technical Secretariats in developing internal work plans, setting an example for other countries deciding to initiate an IPG and contributing to sustainability by going beyond changes in government administration.

²² The “[Women Empowerment Principles](#)” (WEPs) were created by Pacto Global, IDB Invest, IDB LAB, and UN Women to facilitate the implementation of business policies and best practices. These principles integrated the gender perspective in the business sector, as a pillar to Corporate Social Responsibility, with a Human Rights approach, in alignment with the Sustainable Development Goals and the 2030 Agenda.

²³ The [Gender Equality Seal \(GES\) for public and private companies](#) was launched by the United Nations Development Programme in Latin America in 2009 for the purpose of promoting gender equality and the empowerment of women in the business sector. An innovative tool, the GES may be used by public and private enterprises to reduce their gender gaps, foster gender equality and competitiveness simultaneously, and promote fair, inclusive, and sustainable growth.

A distinctive feature of the incorporation process into the IPG is that it **did not impose a cost on companies**, something especially valued by small and medium-sized enterprises.

TABLE 6. EXAMPLES OF TOOLS OFFERED TO COMPANIES THROUGH THE IPG TO CLOSE THEIR GENDER GAPS.

TOOL	REQUIREMENTS TO ACCESS	DEVELOPING ENTITY	BENEFITS / ACHIEVEMENTS
WEPs Gender Gap Analysis Tool . Self assessment tool to help companies identify gender gaps and opportunities for closing them.	Free to any enterprise.	Developed by IDB Invest, IDB LAB, Pacto Global, and UN Women, currently administered by Pacto Global.	This solution allowed companies to design Action Plans with established duration and measurable goals and objectives for addressing gender parity internally, in the workplace, and within their supplier bases, enabling the companies to realize their commitment to gender parity through concrete actions and results.
Equi-rutas toolkit . An online platform to provide to companies participating in the IPG of Colombia information about good business practices, tools to carry out a diagnosis of their own gaps, and keys to developing a plan to close them.	Free to any company participating in the IPG of Colombia.	Grupo Éxito, Ministry of Labor, and the IPG of Colombia.	By October 2022, a total of 1,296 workers in the companies engaging in the IPG had participated in free courses on gender equity through the virtual campus MyMentor. By July 2023, 135 companies were participating, half of whom had begun implementing the WEP tools.

TOOL	REQUIREMENTS TO ACCESS	DEVELOPING ENTITY	BENEFITS / ACHIEVEMENTS
<p>#SinBrechaNoHayLímite Commitment.</p> <p>A tool that enables members of the IPG of Argentina to apply high national and international quality standards to the measurement of gender gaps, policies, and practices. The methodology is valid both for private companies and public bodies in the country.</p>	<p>Free to any company or public body participating in the IPG of Argentina.</p>	<p>The IPG of Argentina, the Ministry of Labor and companies represented in the Leadership Group (Accenture, YPF S.A., AVON, LATAM, and Mercer).</p>	<p>Over 200 companies received training by December 2021 and 21 companies of the private sector joined. All these companies completed the self-diagnosis stage and received their feedback reports, including the analysis of their results and recommendations for moving forward with the development of their Action Plans.</p>

So far, **more than 550 companies in seven countries have committed to the implementation of inclusive business practices** through the IPG, as detailed in Table 7 and Figure 7. In Chile, for example, more than 180 companies between 2016 and 2020 supported the implementation of the Action Plan of the country’s IPG and adopted measures to improve job quality and close the wage gaps that affected more than 130,000 women, amounting to 7 percent of the people earning wages in the country’s private sector.²⁴

The report “[50+ Companies Agents of Change](#),” issued in Chile by Comunidad Mujer in 2019, presented the progress of 54 of the companies that faced the challenge of



²⁴ Comunidad Mujer, (2020). [4 años de avance sostenido en el cierre de brechas de género](#).

gender inequality, reaffirmed the commitment of Chile's IPG, and implemented their Action Plans. These companies stood out in comparison to average companies in the country in terms of having more women workers and reducing gender wage gaps. Most were large companies with annual sales of over 100,000 Unidades de Fomento (approximately US\$4.4 million) and more than 1,000 workers.

In **Colombia**, of the 135 companies participating in the IPG, 48 are in the process of developing their own Action Plans to address gender gaps internally using the tools available in Equi-Rutas. Besides, more than 70 companies from the construction, mining, and energy sectors, as well as two important business associations that represent these industries, have committed to using the WEP tool and adopting policies with a gender perspective. Likewise, they have resolved to increase the number of women in their labor forces by improving work conditions. This is undoubtedly a substantial step for the mining and energy sector, where, by November 2020, Colombian women held 17 percent of direct jobs in the hydrocarbons subsector, 33 percent in the electrical energy subsector, and only 8 percent in the mining subsector.²⁵

The data derived from the information provided by companies through the WEP Tool were analyzed in the study by Botello, S., et al. (2021) to measure gender equity in the mining-energy sector.

So far, more than 550 companies in seven countries have committed to implementing inclusive business practices through the IPG.

The results of this assessment, which was guided by the Ministry of Mining and Energy with the support of the IDB, were used as a starting point for establishing goals and prioritizing actions to foster gender equality in the sector.

In **Argentina**, the IPG worked in the public domain to help traditionally masculine sectors, such as mining and energy (where just 12 percent of workers are women), commit to the closing of economic gender gaps. In 2019, the Mining Secretariat of the

Ministry of Productive Development became the first public body to join the IPG. This required the adaptation of the tool the initiative was using to conduct a self-diagnosis of gender gaps—an incorporation that made it possible for the IPG to enter into an agreement with the Chamber of Mining Companies (CAEM), thus promoting the inclusion of its member companies. As a result, by December 2021, seven (25 percent) of the twenty-seven companies and public bodies partici-

²⁵ Botello, S., et al. (2021). [Estudio sectorial de equidad de género para el sector minero-energético](#). Inter-American Development Bank.

pating in the IPG of Argentina belonged to the mining and energy sector. These included YPF S.A., Newmont, Pan American Silver, Camuzzi Gas, TECIN Minería, CAEM, and the Mining Secretariat.

Moreover, to deepen the gender perspective in every aspect of the mining sector's activities and foster sustainable and inclusive mining, the Division of Gender of the Ministry of Productive Development boosted specific areas of work within the sector. The three main outputs were a report on the integration of the gender approach into the mining sector; the design of a data collection and analysis strategy; and the identification of technical profiles required by the mining companies. ²⁶

TABLE 7. NUMBERS OF PARTICIPATING COMPANIES IN LATAM IPG, AUGUST 2023

ARGENTINA	20*
CHILE	201**
COLOMBIA	135
COSTA RICA	74
DOMINICAN REPUBLIC	51
PANAMA	77
TOTAL	558

*In Argentina a total of 27 entities participated in the IPG. Of them, 20 were companies or chambers in the private sector, while seven were public bodies at the national, provincial, and municipal levels.

**In Chile, 180 enterprises participated in the IPG between 2016 and 2020. In 2021, when the Technical Secretariat, together with Comunidad Mujer, transferred to the Ministry of Women and Gender Equity, 110 of the 180 enterprises went through the process of readmission to the IPG, and 21 new enterprises joined.

²⁶ Grow Género y Trabajo (2022). IPG of Argentina. Avances, lecciones aprendidas y recomendaciones sobre el proceso de implementación y ejecución.

FIGURE 7. EXAMPLES OF COMPANIES ENGAGING IN IPG IN LATAM

AIRD AEROSAN AES ANDES ARAMARK ANJE
 ACCENTURE ACERA ALTICE AUSA AUTOPISTAS URBANAS AED ARS GLOBAL
 AHA AUSTRALIS SEAFOODS AFRA ABC TAXES & LABORS ASEGURADORA ANCON
 ACTITUD LAB AZERTA ADMIOS AVON AES PANAMA ANTOFAGASTA MINERALS
 ATLANTICS CAPITAL INTERNACIONAL AGUAS ANDINAS ACHS BALLOON LATAM
 BANCO NACIONAL DE PANAMÁ BHPBILLITON BANITSMO BANCO NACIÓN BANCO ADOPEM
 BANCO PROVINCIA BUK BDO BANCO LA HIPOTECARIA BAGÓ LATE!
 BHD LEÓN BAC CREDOMATIC BOLSA SANTIAGOX BARRICK GOLD BSA
 BEAN VOYAGE BOFFIL ESCOBAR SILVIA BANCO NACIONAL BREDEN MASTER
 CFE CENTRO FINANCIERO EMPRESARIAL CABIFY CÁMARA DE COMERCIO DE COSTA RICA
 CERVECERÍA ABINBEV CALETA BAY CODELCO CANATUR COCA COLA CAMUZZI
 CAJA LOS ANDES CIND COCA COLA ANDINA CARGILL COCA COLA FEMSA
 CAPITAL BANK CHEVRON CELSIA CARGOZZI COOP-ECLOF CREDICORP BANK
 CIFI CERVECERÍA NACIONAL CEMCA COSTA RICA 2226 CGE CMPC COFFEE BEAN TEA LEAF
 CÁMARA DE COMERCIO E INDUSTRIAS FRANCO-DOMINICANACADEXCO CHILQUINTA DHL
 DOMINICAN WATCHMAN DELL TECHNOLOGIES DIARIO LIBRE ENCARE DFV INGENIERÍA Y GESTIÓN
 EVERIS ECONSSA CHILE ELETA EU BUILDING A BETTER WORLD EMATRIS
 ESVAL AGUAS DEL VALLE EMPRESAS BERN ENAEX EMPRESAS VIRUTEX ILKO EPAUSTRAL
 ENTELGY ECOMAC EMPREDIEM ENVASES ANTILLANOS
 ESSBIO FÁBREGA MOLINO FERRADANEHME FINDO FORO MUJERES POLÍTICAS POR COSTA RICA
 FORO DE MUJERES EMPRESARIAS Y PROFESIONALES DE COSTA RICA FLOREX FONDESA
 GEA SOSTENIBLE FINNINGG FUNDECOOPERACIÓN PARA EL DESARROLLO
 GRUPO L GULLIVER FUNDACIÓN RESERVAS DEL PAÍS GRUPO EFE FULCRO ABC
 GRUPO MOTTA INTERNACIONAL GESPROA GLOBANT GLOBAL SHAPERS COMMUNITY SAN JOSE
 GRUPO PUNTA CANA GRUPO RICA GALA GRUPO SID (AGUA CRYSTAL)
 HENDRIX GENETICS GRUPO SID (INDUVECA) GRUPO SID (MERCASID) GRUPO SID (INDUSPALMA)
 HORIZONTE HUMANITAS HEADRICK GVA GRUPO VERDE AZUL HORIZONTES
 IBM IDEAS EN ACCIÓN INAPI HEINEKEN PANAMÁ INAO LLAVE DEL PROGRESO
 IMAS – INSTITUTO MIXTO DE AYUDA SOCIAL

FIGURE 7. (CONTINUATION) EXAMPLES OF COMPANIES ENGAGING IN IPG IN LATAM

IMYAQUE INVEST CHILE INAMU - INSTITUTO NACIONAL DE LAS MUJERES ISTMO CENTER
 INE - INSTITUTO NACIONAL DE ESTADÍSTICAS Y CENSOS INSTITUTO DE PREVISIÓN SOCIAL INFOSGROUP
 JARABA INTER-QUÍMICA ITRISAN GRUPO KIBERNUM KOMATSU
 JETSMART LOVILL KDM KOMUNIKA LATAM L'OREAL LOS HEROES LIPIGAS
 LATAM LA ARAUCANA LA HORNILLA FRUITS LEAD UNIVERSITY MILAB
 MINISTERIO DE PLANIFICACIÓN NACIONAL Y POLÍTICA ECONÓMICA MINISTERIO DE ECONOMÍA INDUSTRIA Y COMERCIO
 MINISTERIO DE EDUCACIÓN PÚBLICA MINISTERIO DE CIENCIA TECNOLOGÍA Y TELECOMUNICACIONES
 MINISTERIO DE TRABAJO Y SEGURIDAD SOCIAL MICROSOFT DOMINICANA MICROSOFT
 MOREVALUE METRO DE SANTIAGO MG CERTIFICA META PROJECT MANPOWER GROUP
 MIA LUNA MORGAN&MORGAN MMG BANK MALUQUER MICROSERFIN MPM
 MUTUAL DE SEGURIDAD MULTIQUÍMICA METLIFE MASISA MAERSK MASTERCARD MEICUCCI
 NAP DEL CARIBE NAIRI NTT DATA NOVO NORDISK O4U CHILE ORGANON
 NI2 NEWMONT ARGENTINA PAN AMERICAN SILVER PARIS CENCOSUD PREUNIC
 PHILIP MORRIS POLPAICO PORTUARIA TSV PROCOMER COST ARICA EXPORTA
 PARQUE DEL RECUERDO PROGRAMA MUJER EMPRESARIA PROQUALITAS PUERTO COQUIMBO PUERTO VALPARAISO
 PROVIDAAFP PUERTO ANTOFAGASTA REDCUDI RED NACIONAL DE CUIDO Y DESARROLLO INFANTIL
 SAAM RAYENSALUD SASIPA SCOTIABANK RED GESAM SB SODEXO
 SANTANDER SISTEMA B SK BERGÉ SEARCH SM SONDA
 SIEMENS ST GEORGES BANK STANTON CHASE STRATEGO SOSTENIBLE STAR PRODUCTS
 SUEZ SUPERINTENDENCIA SWISHER DOMINICANA TECNASA TRICICLOS THYSSENKRUPP
 TRAVEL PHARMA UDIEP TECINMINERIA TRUJILLO.CL UNIVERSIDAD BERNARDO O'HIGGINS
 UNILEVER UNIÓN DOMINICANA DE INSTITUCIONES EDUCATIVAS PRIVADAS (UDIEP) UCCAEP
 WALMART YPF VOCES VITALES VU UNIQUE ADVENTURES 13
 ZOFRI SA XPLOR DIGITAL EXPERIENCE 4 FINANCE

Through the IPG, the companies have access to valuable information about the tools they need and the best practices they should apply to the closing of their economic gender gaps. At the same time, the initiative gives them the opportunity to work with other companies and the government on the design and implementation of concrete actions to promote equality and inclusion in the labor market. Table 8 provides examples of the work carried out by the private sector within the framework of the IPG and the outcomes achieved.

TABLE 8. SOME ACTIONS IMPLEMENTED AND OUTCOMES ACHIEVED BY COMPANIES ENGAGING IN IPG.

ENTERPRISE	COUNTRY	ACTIONS AND OUTCOMES
YPF S.A.	ARGENTINA	<p>YPF S.A. is an Argentine company that generates energy through the development and production of gas and conventional and unconventional oil and of renewable energy sources, such as the wind, solar, earth, and water. This company joined Argentina's IPG in 2018 and, as one of five members of the Leadership Group, it supported the development of a tool that companies and the public sector could use for self-diagnosis of gender gaps.</p> <p>YPF S.A. also collaborated with the Ministry of Labor on the design of a certification process with the Argentine Normalization and Certification Institute in the context of the IPG.</p> <p>Before joining the IPG, YPF S.A. had integrated gender equity into its Code of Ethics and Conduct and diversity as a strategic value into its Sustainability Report. It considered the IPG would offer a key methodology for organizing the gender and diversity mainstreaming process within the company.</p> <p>Moreover, participation in the IPG represented a public commitment to gender equity and diversity.</p> <p>Once having joined the IPG, the company implemented the self-diagnosis and conducted a survey entitled Mujeres (Women) to assess the problems with which they had to contend. This measure strengthened the commitment of the company leaders to addressing gender issues, establishing priorities, and designing a concrete plan. As a result, between 2020 and 2021, in the midst of the COVID-19 pandemic, the company developed its Diversity Guide, an instrument that set the expectations, commitments, and requirements for inclusive conduct. Paid paternity leave was extended from five to fifteen days, maternity leave was extended by an additional month, and the gradual return (through reduced work hours) of women to work after the birth of their children was implemented. Also implemented were workshops on unconscious bias and work- and gender-related violence.</p>

ENTERPRISE	COUNTRY	ACTIONS AND OUTCOMES
GRUPO ÉXITO	COLOMBIA	<p>Grupo Éxito, a leading retail platform in South America, joined the Leadership Group of the IPG of Colombia in 2018. The company, which employs over 36,000 people, had started working on gender and diversity issues in 2006. Its experience was crucial for the development of the country's IPG.</p> <p>To implement the IPG's Action Plan, Grupo Éxito, in collaboration with the Ministry of Labor, designed and initiated the digital platform Equi-Rutas. A free toolkit for Grupo Éxito's providers and companies participating in the IPG, Equi-Rutas helps such entities introduce more equitable gender practices.</p> <p>Equi-Rutas offers a roadmap for creating internal Action Plans oriented toward the closing of each company's gender gaps. To that end, it works in ten thematic areas:</p> <ol style="list-style-type: none"> 1. Policy on gender equity 2. Selection and recruitment 3. Professional development 4. Equal remuneration 5. Conciliation and co-responsibility 6. Healthy coexistence 7. Communication for equity 8. Contact with stakeholders 9. Good gender practices 10. Support tools for receiving feedback on institutional processes <p>The digital platform also offers sixty support documents, ten training programs, and examples of best practices of other companies.</p> <p>To access the contents of Equi-Rutas, an entity must sign a letter of support for the Colombian IPG, thereby making four commitments:</p> <ol style="list-style-type: none"> 1. Improving their indicators regarding gender equity and labor participation of women, 2. Making a self-diagnosis on equality, 3. Sharing their experiences with other organizations, and 4. Participating in the activities included in the Action Plan of the GPI of Colombia. <p>Since the launch of Equi-Rutas in 2022, 135 companies have signed commitments to participate in the IPG of Colombia. They are presently in the process of developing their policies on gender equity.</p>

ENTERPRISE	COUNTRY	ACTIONS AND OUTCOMES
ESSBIO	CHILE	<p>The sanitary services company Essbio joined the IPG of Chile in 2021. The company had been working on gender equity issues since 2007, becoming involved in the program <i>Iguala Conciliación</i> of the Ministry of Women and with the Prohumana gender index and the WEPs. In 2020 it also achieved national certification for gender equality and conciliation.</p> <p>Essbio's participation in the IPG of Chile enabled it to carry out an exhaustive diagnosis of its own gender gaps and obtain statistical information about its staff, leadership positions, and conciliation measures. The next step for the company was to develop an Action Plan to close these gaps and form a Gender Committee to track its implementation, as well as promote continuous improvements in the equity and diversity management system. In addition, Essbio has participated in training events and the dissemination of best practices through the IPG of Chile.</p> <p>The actions currently implemented by Essbio to close its gender gaps include the following:</p> <ul style="list-style-type: none"> • Institution of a compensation policy that does not discriminate on the basis of gender, including an annual study of remuneration to identify gender gaps. • Creation of the Liderazgo Mujer program to train women in leadership skills, communication, and negotiation, as well as technical skills relevant to the sanitary industry; in 2021, sixty women were enrolled. • In collaboration with the National Women and Gender Equity Service, the holding of four annual courses through the Mujeres Gasfiter program for improving the labor participation and entrepreneurship in the plumbing trade—a traditionally male sector—of women who are heads of household. To date, 220 women have participated. <p>As a result of Essbio's effort to achieve equity, 24 percent of the more than 1,200 workers in the company are women, as opposed to the industry average in Chile of 8 percent. Moreover, women hold 20 percent of the company's leadership positions, including jobs in operational areas such as leader of production and treatment, supervisor of production, and supervisor of wastewater treatment, among others.</p>

ENTERPRISE	COUNTRY	ACTIONS AND OUTCOMES
NAIRÍ	COSTA RICA	<p>The legal advice provided by Nairí, a company that defines itself as small- and medium-sized enterprise (SME) with a young profile, has been supporting SMEs in Costa Rica that want to work on gender issues and design and implement Action Plans for closing their gaps.</p> <p>Nairí provides its services to approximately seventy Costa Rican companies. After joining the country's IPG, it conducted a self-diagnosis of its gender gaps, enabling it to identify its own areas for improvement and develop an Action Plan. In the process, the company found that the self-diagnosis tools available for companies through the IPG were geared toward large companies and needed to be adapted to the realities of SMEs to assess them effectively. As a result, Nairí committed to collaborating with the IPG in helping other SMEs with the process. The company prepared a cycle of webinars to present the IPG, explain why it is important for SMEs to work internally to close gender gaps, and invite companies to join the effort.</p> <p>Additionally, Nairí has collaborated with the IPG in designing a pathway to address gender-related issues with member companies and assist them in obtaining free certification. Nairí also collaborates with the IPG on the design of the path. Throughout the process, Nairí supports these companies in assessing their gender gaps and building their own Action Plans to address them. The goal is to establish a community of committed companies to share practices and learnings.</p>

3. Cross-Cutting Measures and Actions

Countries are not alone in their efforts to close economic gender gaps, since IPG facilitate the joint work of leaders at the highest levels of the private and public sectors by providing support in the form of technical assistance from the IDB, the Forum, and AFD and open spaces for the exchange among governments and companies from different countries of experiences and lessons learned. This support enables informed decision making and accelerates the closing of the gaps. Figure 9 summarizes the main quantitative achievements of the development.

Along the way, each country's IPG had:

· Support in the form of technical assistance

The **IDB has provided technical assistance to the countries that have developed or implemented IPG** through a Regional Coordination unit established in the IDB's Gender and Diversity Division (SCL/GDI). The eight technical cooperation projects (four under execution and four already closed) that finance the development of the IPG are executed from this coordination unit. In addition, of the more than US\$4 million that has been invested in the development of the IPG, US\$500,000 was provided by the AFD.

From the Regional Coordination, the IDB, in collaboration with the Forum, has also supported the adoption of the methodology for the creation and operation of the IPG. Along with the Leadership Groups and Technical Groups of the national initiatives, they follow up on the Action Plan of each, foster the exchange of country experiences, and systematize and disseminate the lessons learned.

The work of the Regional Coordination is carried out in cooperation with authorities, specialists, and technical teams from the IDB offices in each country. The IDB, the Forum, and AFD field teams play an important role in IPG development. They guide the relationship between the IPG and governments, help identify public- and private-sector leaders to participate in the IPG, provide technical assistance to governments during the process of creating and monitoring Action Plans, and cater to any needs that arise throughout the process.

To support these efforts, the IDB has provided the IPG with a working team of twenty-three members, eighteen of them located in the IPG's countries and five in its headquarters in Washington, DC.

More broadly, the IDB, the Forum, and AFD support IPG from a **regional strategic perspective, offering them the methodological insight, systematicity, and knowledge base** acquired through the experiences of Other countries, both in the region and elsewhere the world. Thus, the lines of action included in the IPG have continuity over time and can survive political change.

The IDB has also facilitated the coordination of the IPG with other projects, strengthening technical assistance opportunities and creating synergies with loans and programs in such areas as the care economy and job training. IPG have, for example, been instrumental in promoting **the innovative use of policy-based loans** (PBL) to drive institutional and legislative reforms that

contribute to closing gender gaps by offering flexible financing for the reforms' implementation. The first two PBLs focused on closing gender gaps worldwide were granted with IDB financing in [Argentina](#) (2018) and [Panama](#) (first phase in 2018 and second phase in 2021). The loans were granted within the framework of dialogues with the public sector in the course of the design and development of the IPG in both countries.

Additionally, the IDB provided technical assistance related to the gender dimensions of work carried out through the IPG of Argentina in the water and sanitation sectors. Assistance was offered to nine public and private operators in different locations in the country that were beneficiaries of the Water and Sanitation for Small Communities Program (PROAS).²⁷ This work enabled all of the operators to complete their self-diagnoses, receive their respective feedback reports, and begin planning the actions identified as priorities. At the same time, the IPG developed a [final report](#) on the quantitative and qualitative gender gaps in the sector more generally. In addition, the public body that acted as a liaison at the national level (the National Entity of Water Works for Sanitation) not only made possible collaboration between the IPG and companies and service providers from the sector; it also became involved in the self-diagnosis process of the IPG itself. This strengthened the body's internal structures and helped it address gender issues in greater depth within its own departments.

· **Support for the generation and exchange of knowledge**

With the support of the Regional Coordination and in collaboration with the Forum and AFD, companies and public entities have, throughout the process, exchanged knowledge and experiences, both globally and regionally. Globally, the Forum's [Global Network of National Accelerators](#) has provided a platform for countries to exchange experiences and lessons learned from implementation and to showcase best practices and programs advanced through the IPG. Regionally, the IDB has helped IPG share and exchange results and lessons learned through events, webinars, and publications, giving visibility throughout LATAM to the efforts of the companies and entities that have implemented actions in favor of gender parity. Table 20, included in the annex to this report, lists some of the events organized.

²⁷ Gender Parity Initiative in Argentina, (2021) [Diagnostic report of the organizations in the water and sanitation sectors participating in the IPG of Argentina](#).

In addition, the generation and transmission of knowledge on the regional and national IPG was promoted through the creation of reports, guides, working documents, brochures, podcasts, and newsletters. In 2022, the Regional Coordination organized **a series of four workshops** on the essential aspects to take into account when implementing actions within the framework of an IPG. Attended by 284 participants, the workshops covered topics that included measuring gender gaps and using WEPs tools; the Action Plan and gender equality; the construction of gender equality policies; an introduction to unconscious biases; and inclusive communication. Table 21, included in the annex, lists examples of these publications by country and provides links to those that are publicly available.

Among the most outstanding results of the generation of information and knowledge has been the contribution of IPG to placing the gender-differential impact of the COVID-19 crisis on the public and private agendas and to elevating the importance of including a gender approach in the economic reactivation processes. With technical support from the IDB, the Technical Secretariats of IPG provided public- and private-sector leaders with eight technical reports on the impact of COVID-19 on women's employment, with the goal of helping governments identify priority actions. IPG's Regional Network, jointly promoted by the IDB, the Forum, and AFD, was also launched to exchange experiences and share the results of the measures adopted by each country to address the crisis and its consequences from a gender perspective.

Finally, **the initiatives have facilitated the development of exchange networks** and a platform for communication among relevant actors in each country. Thanks to the IPG, these actors have been able to share experiences, generate contacts, complement each other, and support initiatives instead of promoting these agendas independently in isolation. **Costa Rica**, for example, launched the [IPG's Women's Network Costa Rica](#), a platform for women who represent IPG member organizations and are committed to the initiative's aims.

This network, which provides a valuable space for discussing the barriers faced by women in the labor market, will also become a venue for consultation on proposals and projects and for the generation of opportunities for empowerment. As of December 2022, fifty women-owned companies had signed a letter of support to the IPG and were part of the network.

In summary, in the sixth milestone of the IPG route (implementation, monitoring, and sustainability), efforts at the national level focused on promoting specific actions to implement the Action Plan, to include companies committed to the objectives of the IPG, and to implement cross-cutting measures. Table 9 provides examples of the actions implemented by the IPG in LATAM for each of the initiative's objectives and cross-cutting measures. Chapter 2 will describe the specific actions by country.

From the Regional Coordination, the IDB, in collaboration with the Forum, has also supported the adoption of the methodology for the creation and operation of the IPG. Along with the Leadership Groups and Technical Groups of the national initiatives, they follow up on the Action Plan of each, foster the exchange of country experiences, and systematize and disseminate the lessons learned.

TABLE 9. EXAMPLES OF ACTIONS IMPLEMENTED BY IPG IN LATAM

GOAL 1: INCREASE LABOR PARTICIPATION	GOAL 2: REDUCE THE WAGE GENDER GAP	GOAL 3: FOSTER WOMEN'S PARTICIPATION IN LEADERSHIP POSITIONS
<p>Promotion of and support for reforms with respect to the regulation of paternal and parental leaves and to increase access to care services.</p> <p>Programs to support the professional development of women in vulnerable situations.</p> <p>Visibility of the impact of COVID-19 on women's employment through the preparation of technical notes and meetings with government authorities in charge of managing the crisis.</p> <p>Increasing awareness of the impacts of COVID-19 on women's employment through the creation of technical notes and meetings with government authorities in charge of managing the crisis.</p> <p>Reconversion and strengthening of women's employment in sectors where the COVID-19 crisis had the greatest impact.</p> <p>Promotion of growth for women in nontraditional and high-growth sectors.</p> <p>Promotion of human growth management with a gender approach (with respect to hiring policies, incentives, salary policies) in companies.</p>	<p>Development of diagnosis on economic gender gaps.</p> <p>Inclusion of proposals to modify law regarding equal pay for men and women.</p> <p>Development of tools for companies to evaluate their gender gaps and monitor their commitments, actions, and results.</p> <p>Forming of alliances to inform about and promote progress.</p>	<p>Development of commitments to bring about gender parity in executive and senior positions in private companies.</p> <p>Forging of agreements with companies that provide recruitment and selection services for senior management positions to increase the presence of women in management and board positions.</p> <p>Dissemination of regulations and mechanisms to facilitate women's access to senior public management positions.</p> <p>Follow-up on and monitoring of the approval and implementation of laws to increase the presence of women on the boards of directors of regulated entities and companies.</p> <p>Provision of support for women's entrepreneurship of SMEs and women-owned businesses.</p> <p>Raising of awareness of women in decision-making spheres in the public and private sectors.</p>
CROSS-CUTTING MEASURES		
<p>Assignment of the first policy-based loans (PBL) aimed at closing gender gaps.</p> <p>Launch of the IPG Regional Network for the exchange of knowledge on measures adopted to address the COVID-19 crisis.</p> <p>Generation and exchange of knowledge (through the creation of publications and the development of virtual seminars and discussions).</p> <p>Conferring of awards on and acknowledgment through certifications of companies that implement gender parity practices.</p>		

1.2 Results and Lessons Learned

Over the seven years in which IPG have operated in Latin America, nine countries in the region have adopted them. As shown in Figure 8, these countries are at different stages on their IPG roadmaps.

FIGURE 8. PROGRESS OF EACH COUNTRY ON IPG ROADMAP

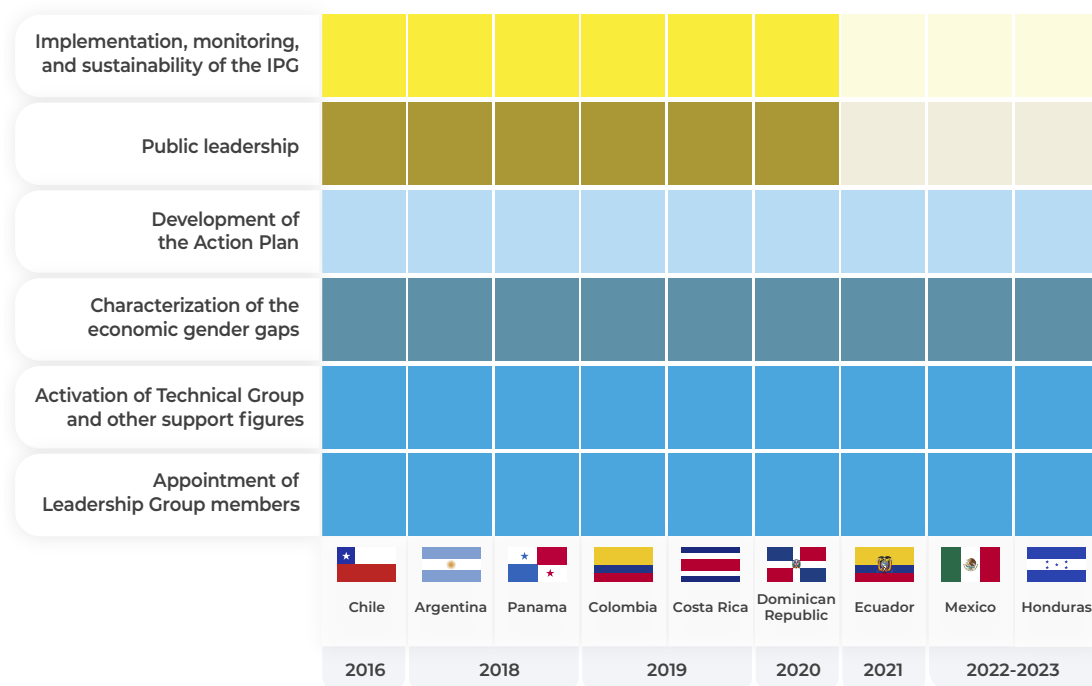
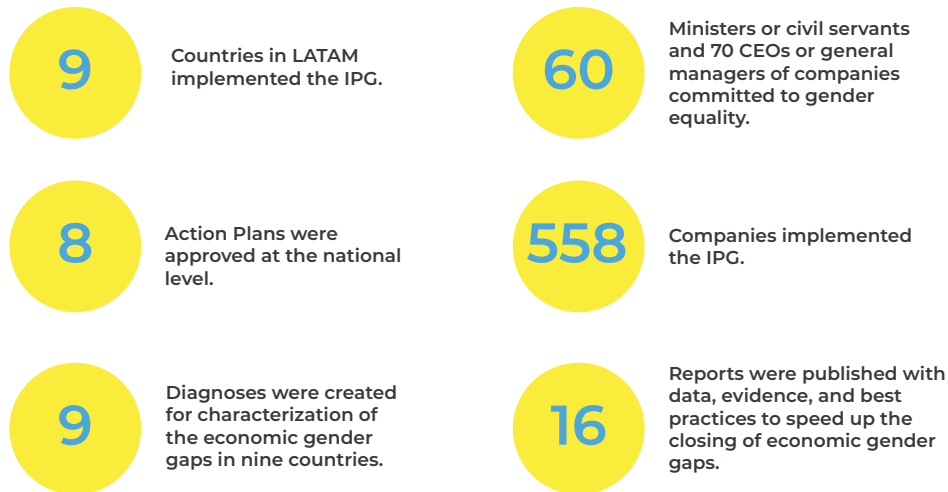


FIGURE 9. IPG BY THE NUMBERS



As shown in Figure 10, IPG succeeded in creating an innovative and collaborative regional methodology for closing economic gender gaps, engaging the main economic actors of each country, coordinating the work of international organizations and civil society, and facilitating informed decision making through the generation and dissemination of knowledge. In these ways, they have become useful platforms for countries that want to advance inclusion and gender equality.

FIGURE 10. MAIN CONTRIBUTIONS OF IPG

- 1 They engage public- and private-sector leaders linked to the economic and productive development of their countries.
- 2 They provide companies with a roadmap and tools to close their gender gaps.
- 3 They speed up policy and legislative reforms.
- 4 They commit companies to gender equality.
- 5 They foster opportunities for women in nontraditional and high-growth sectors.
- 6 They deliver tailored solutions to foster female leadership.
- 7 They promote dialogue and networking to advance economic recovery with a gender perspective.
- 8 They generate and disseminate knowledge and exchange of best practices.

Many lessons have been learned in the first seven years of the IPG experience. The main successes and opportunities for improvement were identified in an exercise of reconstruction, organization, and critical and collective reflection on the process of creating and implementing the initiatives. They are summarized in Table 10.

TABLE 10. MAIN LESSONS LEARNED IN THE FIRST SEVEN YEARS OF IPG IN LATAM

WHAT WE DID RIGHT	OPPORTUNITIES FOR IMPROVEMENT
<p>JOINT WORK WITH THE LEADERS MAKES A DIFFERENCE AND ENHANCES THE SUSTAINABILITY AND EFFECTIVENESS OF IPG</p>	
<p>The added value of the IPG lies in the effective government ownership. Since its inception, the IPG has been under the leadership of an authority with high political power, a high level of influence with the country's president, and significant capacity to convene.</p> <p>Another key factor for the IPG's work in favor of women's economic independence has been the involvement of ministries of economy, finance, or production, which became important in encouraging the participation of private-sector actors. The participation of these sectors was coordinated with women's advancement mechanisms (ministries, secretariats, or other entities responsible for gender equality in the countries).</p> <p>In the medium term, the administrative structure of the governments had to take ownership of the initiative to ensure its sustainability in the face of political changes within the leading organizations or when the government changed.</p>	<p>To strengthen the long-term sustainability model, the public-private collaboration approach needs to be consolidated around specific activities financed and implemented by the companies and public entities of the IPG. Doing so will encourage greater commitment and action on the part of all entities participating in the initiative.</p>
<p>COMPANIES VALUE THE TOOLS AND OPPORTUNITIES THEY RECEIVE TO CLOSE THEIR GENDER GAPS. IT IS IMPORTANT, HOWEVER, TO COORDINATE AND LEVERAGE SYNERGIES WITH OTHER EXISTING INITIATIVES.</p>	
<p>National IPG formulated a fundamental way of working with the companies. This included, among other things, the development of self-diagnostic tools, feedback reports, or technical support for the development of internal work plans.</p> <p>The work carried out by the IPG with the companies became an incentive to start IPG in other countries, and it remains in place despite government changes.</p>	<p>Given the many national and international organizations that work with companies on gender issues, the IPG should promote greater coordination to maximize synergies and avoid duplication.</p> <p>Likewise, the work with the private sector carried out by the IPG should be articulated and coordinated with the public entities responsible for gender equality seals or certifications at the national level.</p>

WHAT WE DID RIGHT

OPPORTUNITIES FOR IMPROVEMENT

**THE NARROWER, MORE SPECIFIC, AND MORE MEASURABLE THE GOALS ARE,
THE MORE SUCCESSFUL THE ACTION PLAN WILL BE**

IPG Action Plans whose goals were specific were effective in maintaining the motivation of the participating entities and ensuring their compliance with the actions.

Action Plans that were flexible and adaptable to context, needs, government changes, and opportunities were also more effective in ensuring the sustainability of the initiative.

Activities in the Action Plan that were tried as pilot plans to test the effectiveness of a new model or intervention were highly valued by beneficiaries and provided models for adaptation, replication, and scaling up in other countries with IPG.

Three years is not always enough to comply with the Action Plan. To strengthen the implementation and evaluation of these plans, it is advisable to limit the actions to two or three strategic measures aligned with a theory of change and an outcomes framework.

To monitor progress, the periodic collection of information among the companies and institutions that are part of the IPG needs to be strengthened.

Also important is to consider the qualitative outcomes (the work dynamics, exchange, and cooperation among the parties) that are not sufficiently acknowledged and valued as positive externalities of IPG.

**THE EXCHANGE OF KNOWLEDGE AND BEST PRACTICES IS HIGHLY VALUED,
AND THE REGIONAL ARTICULATION OF THE IPG CAN BE STRENGTHENED FROM
THE POINT OF VIEW OF KNOWLEDGE MANAGEMENT**

The members of IPG valued and actively participated in the national, regional, and global workshops organized with the support of the IDB, the Forum, and AFD for the exchange of knowledge and best practices.

The strategic communication of the IPG needs to be advanced at the regional level. This includes the development of a common narrative and a webpage to centralize information. The pilot plans also provide important opportunities to generate knowledge through a regional platform for sharing data, experiences, and lessons learned.

THE IDB-FORUM ALLIANCE CONTRIBUTES TO IPG SUSTAINABILITY

Successive government changes highlighted the importance of exploring various approaches to ensure long-term institutional commitment and continuity by incoming governments. With each change in administration, the work of private-sector leaders, Strategic Allies, and IPG partners in conveying the relevance of these initiatives and ensuring their continuity proved key.

To leverage resources and generate synergies with other entities, the model can benefit from the incorporation of new partners and donors.



WHAT WE DID RIGHT

OPPORTUNITIES FOR IMPROVEMENT

THE IPG OFFERS A SPACE FOR DIALOGUE WITH THE PUBLIC AND PRIVATE SECTORS TO COORDINATE A PROGRAM AGENDA THAT COMPLEMENTS OTHER EFFORTS OF THE IDB TO HELP CLOSE COUNTRIES' ECONOMIC GENDER GAPS

For the IDB, the IPG is a tool that supplements other efforts made through financing, dialogue, technical assistance, and knowledge generation to bring about gender equality. The IPG has strengthened multisectoral work on such issues as the care economy, job training, and the insertion of vulnerable women into the labor market.

The IPG, with its important stakeholders in the public and private sectors, contributed to the IDB's position as a leader and expert actor in the region. Additionally, it became a mechanism to bring awareness to the actors whose work help perpetuate gender gaps.

One area of opportunity is to strengthen synergies between the IPG's work and the work led by IDB Invest on gender and diversity issues with private sector companies in the region.



Looking Ahead

Based on the lessons learned in its first seven years, and given the context of the region, the IPG value proposition will strengthen the following elements and principles:

- Formulate action plans that are narrower and focused on fewer actions.
- Focus actions on economic sectors with growth potential—for example, the environmental and digital sectors.
- Implement specific collaborative actions that require a joint commitment from the public and private sectors.
- Incorporate into Action Plans the development and financing of pilot programs with rapid cycles of continuous improvement and evaluation to close economic gender gaps. Those that are successful can be replicated and scaled up.
- Strengthen the generation and dissemination of knowledge.
- Systematize best practices.
- Incorporate a framework for results and for the monitoring and follow-up of actions promoted by the IPG.

2 National IPG

2.1 The IPG of Argentina

Governance Structure and Leadership of the IPG of Argentina

In 2017, during the Latin America meeting of the World Economic Forum held in Buenos Aires, the Ministry Cabinet Chief, the Minister of Development and Social Inclusion, the President of the IDB, and representatives of the private sector announced the incorporation of Argentina into the IPG. The formal initiative presentation was celebrated on November 29, 2018, during the meeting, also in Buenos Aires, of the Business Women Leaders Taskforce “Wo&Men: Better Together” within the framework of the G20.

The initiative’s leadership was initially delegated to the Chief of the Cabinet of Ministers and the Vice President of the Republic. In 2018, the position was taken over by the Minister of Health and Social Development. Table 11 shows the governance structure of the IPG of Argentina.

The IPG of Argentina ceased operating in early 2020, after the December 2019 elections brought a change of authorities and a reconfiguration of the national government divisions.

TABLE 11. GOVERNANCE STRUCTURE OF THE IPG OF ARGENTINA

LEADERSHIP GROUP		PARTNERS
PUBLIC SECTOR	PRIVATE SECTOR	
<p>Leadership</p> <ul style="list-style-type: none"> • National Vice Presidency and Ministry Cabinet Chief (2017) • Ministry of Health and Social Development (2018-19) 		<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p>
<p>Members (2017)</p> <ul style="list-style-type: none"> • Ministry of Social Development • Ministry of Labor • President of the High-Level Council (2017–19) for Global Analysis • Ministry of Production • Ministry of Security • Ministry of Education • Ministry of Finance 		
<p>Members (2018–19)</p> <ul style="list-style-type: none"> • Ex-Labor and Employment Secretariat 		
<p>Members (2017-19)</p> <ul style="list-style-type: none"> • Accenture • YPF • AVON • LATAM • Mercer 		
<p>TECHNICAL SECRETARIAT</p>		

Starting Context

The diagnosis of gender parity in Argentina's public and private sectors, carried out by the Center for the Implementation of Public Policies for Equity and Growth (CIPPEC, for its acronym in Spanish) and the consulting firm Mercer, determined that, in 2017, 56 percent of women participated in the labor market, as compared to 81 percent of working-age men. It also found higher rates of female unemployment (10.3 percent versus 8.7 percent for men) and higher levels of job insecurity and labor informality.

At the same time, the diagnosis found women's labor participation rate lower than men's (31 percent and 40 percent, respectively) in better-paid sectors, such as financial services and manufacturing infrastructure.

In sectors with average and low wages, however, such as health care, education, and household services, women's participation was higher (between 70 and 99 percent).

In addition, women were found to be underrepresented in senior positions. In 2016, for instance, they occupied only 34 percent of senior positions and represented only 28 percent of department heads in the business sector, while in the public sector they held only 31 percent of superior management positions in the National Executive Branch. Only two of the fifty-one existing public enterprises were led by women.²⁸

The IPG of Argentina focused on developing actions intended to close the existing economic gender gaps in both private-sector companies and public-sector institutions. One result was the #SinBrechaNoHayLimite (SBNHL) commitment— an innovative tool designed to help organizations conduct self-diagnosis of gender gaps and develop Action Plans to close them.

Action Plan

In 2018, the national government decided to launch an [Equal Opportunities and Rights Plan](#) (PIOD, for its acronym in Spanish), which became the framework for all future gender measures promoted in Argentina.

In the PIOD, the Executive Branch prescribed more than two hundred actions, one of which was the implementation of the IPG of Argentina.

This represented a change in the leadership of the IPG. It became politically dependent on the Ministry of Health and Social Development, which was responsible for implementing the PIOD, instead of on the Ministry Cabinet Chief.

²⁸ CIPPEC (2017), Diagnóstico de las brechas por género en el mercado laboral y de las políticas públicas para cerrarlas. Documento interno de trabajo.

From then on, the IPG of Argentina focused on developing actions intended to close the existing economic gender gaps in both private-sector companies and public-sector institutions. One result was the **#SinBrechaNoHayLimite (SBNHL)** commitment— an innovative tool designed to help organizations conduct self-diagnosis of gender gaps and develop Action Plans to close them.

The companies and organizations that decided to use the SBNHL had to follow a series of steps:

- Join the IPG.
- Design an internal self-diagnosis of gender gaps.
- Receive a feedback report from the Technical Secretariat of the IPG.
- Based on that report, develop an Action Plan for closing the detected gender gaps.
- Supervise the implementation of the actions included in the plan and communicate progress to the Technical Secretariat of the IPG.
- Apply for national certification from the [Argentine Normalization and Certification Institute](#), as the final optional step.

Using this strategy, the IPG of Argentina launched several communication campaigns emphasizing the benefits to participating companies and organizations of implementing actions to close their gender gaps.

Achievements: 2017–21

- **Commitment of the Country's Businesses to Gender Equality**

From the implementation of the **#SinBrechaNoHayLimite** commitment until December 2021, the IPG of Argentina trained more than two hundred companies in creating their self-diagnoses and took in as members twenty companies from the private sector and seven public bodies.

All of the member companies completed the self-diagnosis stage and received their feedback reports, including the analysis of their results and a series of recommendations to proceed with the development of their own internal Action Plans.

- **Speeding Up of Policy and Legislative Reforms**

The discussions among the members of the IPG were key to influencing the ratification of [Law 27.412](#) on Gender Parity in Political Representation, which was passed in 2017. This law, which secures the access of women to political representation, requires gender parity in the lists of candidates for national legislators. In the 2019 parliamentary renewal elections, female representation in the voting lists went from 33 to 50 percent.

The IPG promoted the use of policy-based loans to drive institutional and legislative reforms that helped close gender gaps. In 2018, dialogue cultivated by the IDB with the Argentine government resulted in the approval of a [PBL](#) focused on closing gender gaps, the first of its kind from a multilateral bank.

- **Fostering of Opportunities for Women in Nontraditional Sectors**

In 2021, the IPG of Argentina and the water and sanitation sector of the IDB began co-operating, which enabled engagement with public and private organizations from the sector. Technical assistance related to the gender mainstreaming was provided to nine public and private operators from different locations in the country that were beneficiaries of the Water and Sanitation for Small Communities Program (PROAS).²⁹

All the operators completed their self-diagnoses and received their feedback reports to develop Action Plans, and a [report](#) on gender gaps in the sector was produced. The IPG also reached agreements with Cámara Argentina Fintech, the Chamber of Mining Companies (CAEM), and the Association of Argentine Entrepreneurs (ASEA, for its acronym in Spanish).

All of these alliances were intended to support the IPG objectives, facilitate their dissemination, and promote engagement in the initiative among its members.

The agreements increased the regional coverage of the IPG of Argentina; the organizations linked to the water and sanitation sector that belong to these alliances, for example, operate and provide services in five provinces of the country (Buenos Aires, Chubut, Entre Ríos, Neuquén, and Río Negro). Moreover, engagement of the public bodies made possible representation in the IPG in all three levels of government (national, provincial, and municipal).

²⁹ PROAS originated from a loan from the IDB for the improvement of sanitation services and living conditions in towns of up to 50,000 inhabitants throughout the country. It promotes the execution of works for increasing the drinking water and sanitation services offered, the improvement of the technical, operational, and management capacity of these service providers, and the institutional strengthening of provincial and municipal bodies and agencies.

Also important to note is that, in the case of both sectors, the public bodies that participated as national liaisons—the National Secretariat of Mining (SEMIN) and the National Entity of Water Works for Sanitation (ENOHSA)—not only made possible cooperation with the companies and providers from their sectors but also became involved in the self-diagnosis process of the IPG of Argentina. The purpose of these bodies was to strengthen their internal structures and explore gender issues in depth in their departments.

2.2 The IPG of Chile

Governance Structure and Leadership of the IPG of Chile

In 2016, as the creation of the Ministry of Women and Gender Equity brought growing demands for action in the public and private sectors, the government of Chile decided to develop an IPG to accelerate the agenda toward gender parity in the labor market.

Between 2018 and 2022, the initiative underwent changes to adapt it to the priorities of the country and, in the latter years, the COVID-19 pandemic.

These included changes to the composition of the Leadership Group and the renewal of members from the private sector.

The Executive Secretariat, which was initially assigned to Comunidad Mujer, a civil society organization contracted by the IDB, was taken over by the Ministry of Women and Gender Equity. Table 12 describes the structure of the IPG of Chile and how it was modified over time.

In 2018, the second stage of the IPG was launched. Its objectives went further than those of the first stage and included making changes, both in public policies and in business practices, to promote cultural transformation in the world of work.

Since mid-2022, the Ministry of Women and Gender Equity, in collaboration with the IDB, has supported the 131 companies and organizations that engaged in the IPG in 2021 and 2022 or that underwent a process of readmittance to the initiative. These organizations were able to carry out self-diagnoses and participatory diagnoses of internal gender gaps and to track the systematization of best practices.



TABLE 12. GOVERNANCE STRUCTURE OF THE IPG OF CHILE

LEADERSHIP GROUP		PARTNERS
PUBLIC SECTOR	PRIVATE SECTOR	
<p>Leadership</p> <ul style="list-style-type: none"> • Ministry of Economy and Ministry of Women and Gender Equity (2016–20) • Ministry of Women and Gender Equity (2021–22) <p>Members (2016-2020)</p> <ul style="list-style-type: none"> • Ministry of Women and Gender Equity • Ministry of Finance • Ministry of Labor and Social Security • Ministry of Economy, Promotion, and Tourism • Superintendency of Banks and Financial Institutions <p>Members (2021)</p> <ul style="list-style-type: none"> • Ministry of Women and Gender Equity • Women Subsecretariat • Labor Subsecretariat • Finance Subsecretariat • Economy Subsecretariat 	<p>Leadership</p> <ul style="list-style-type: none"> • Telefónica (2016-2020) <p>Members (2016-2020)</p> <ul style="list-style-type: none"> • Telefónica • Antofagasta Minerals • Sodexo • Manpower Group • Comunidad Mujer (civil society organization headed at the time by a businesswoman) <p>Members (2021)</p> <ul style="list-style-type: none"> • Caja La Araucana • Chamber of Commerce of Chile • Coca Cola Company • Diario Financiero • Enaex • Sodexo • Antofagasta Minerals • Cámara Chilena de la Construcción • Comunidad Mujer (civil society) 	<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p>
TECHNICAL GROUP		<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p>
One representative of each governmental institution and each company in the private sector		
TECHNICAL SECRETARIAT		

In 2016, as the creation of the Ministry of Women and Gender Equity brought growing demands for action in the public and private sectors, the government of Chile decided to develop an IPG to accelerate the agenda toward gender parity in the labor market.

Starting Context

The initial diagnosis carried out by Comunidad Mujer in 2016 showed that, despite their having considerably more education than men, women's labor participation was still lower.

Chile had the eighth lowest female labor participation rate among the thirty-eight members of the Organisation for Economic Co-operation and Development (OECD). At that time, it also was one of the worst countries in terms of the gender wage gap; women earned, on average, 31.6 percent less than men.

Similarly, Chilean companies listed in the IPSA index (Índice de Precio Selectivo de Acciones) had not a single female president on any of their forty-three boards of directors, and only 5.8 percent of board positions were occupied by women.³⁰

Action Plan

After concluding that the three fundamental aspects of economic gender gaps in Chile are cultural, organizational, legal and institutional, the IPG of Chile added three strategic objectives to those of the regional IPG:

- Cultural transformation in the world of work
- Corporate practices that promote gender equality and co-responsibility
- Prevention, detection, and referral in cases of violence against women

In 2018, Chile published its Action Plan, [10 Measures to Promote Gender Parity](#). The measures included support for the modification of Article 203 of the Labor Code and endorsement of the extension of Programa 4 a 7, a Ministry of Women and Gender Equity program. They also included the development of commitments to gender parity in executive and senior positions

³⁰ Comunidad Mujer (2016), Diagnóstico Brechas de Género en Chile.

of private companies; the promotion of agreements with companies for the recruitment and selection of women for senior positions to increase their presence in management and on boards; and the dissemination of the mechanisms of the Civil Service for facilitating women's access to senior public leadership positions.

Meanwhile, companies participating in the IPG committed to undertaking a process with five stages:

- Incorporation
- Implementation of a self-diagnosis for establishing a baseline
- Implementation of a diagnosis by Comunidad Mujer
- Development of an Action Plan
- Implementation of a follow-up self-diagnosis survey for assessing progress

Achievements: 2017–22

- **Speeding Up of Policy and Legislative Reforms**

In 2019, through participation in public discussions, the IPG of Chile successfully advocated for various significant reforms at both the political and legislative levels. One was the extension of the '[Programa de 4 a 7](#)', which provides economically active women and women who are engaged in training with a free public alternative for the care of children ages 6 to 13 years in the afternoon and after school.

In October 2019, with the support of the Ministry of Labor and the Ministry of Women and Gender Equity, the Universal Nursery Bill was passed in the Working Committee of the Senate. This allowed its processing to continue in the Treasury Committee of the Upper House. The purpose of the bill was to repeal Article 203 of the Labor Code, which requires only enterprises with twenty female workers or more to offer nursery services. Although the reform was not adopted, the IPG contributed to the discussion of the modification of the Labor Code, in particular among representatives of the private sector.

The Ministry of Women and Gender Equity, with the support of different women's organizations and within the framework of the IPG, launched the [Women's Register for Boards](#) to increase the visibility of women who are trained and interested in taking on positions that require more responsibility.

Although appearing on the register does not ensure they will be appointed to board positions, it asserts the availability of a group of women who qualify and are willing to fill them. At the time of its creation in 2019, the register listed 339 women.

In the public sector, the IPG of Chile promoted the dissemination of the mechanisms of the Civil Service that facilitate the access of women to high positions of public leadership. This resulted in the launch in August 2019 of the [Network of Female Leaders of the State](#), promoted by the National Directorate of the Civil Service, together with the Ministry of Women and Gender Equity. The network includes a free mentoring program to bring more women who work in public services into positions of responsibility and leadership. Between 2019 and 2021, 248 members engaged in the program.

- **Commitment of Companies to Gender Equality**

Until the end of 2020, it was possible for the IPG engage with 180 companies of different sizes and from separate sectors of the economy. Two-thirds of those companies completed the self-diagnosis phase, and the remaining third developed their own Action Plans for closing their gaps. This achievement is important to note, since initially the goal was 50 companies.

In addition, the support of the IPG enabled participating companies to move faster than other national companies in terms of increasing the participation of women on their staffs, reducing wage gaps, and including women in senior positions.³¹

In 2021, the IPG supported the creation of an Initiatives Registry of actions related to the main IPG objectives. This tool was very useful for participating companies and institutions working to agree on actions for reaching the IPG goals.

- **Contributions to the Creation of a Methodological Route for the IPG**

As it was the first, the IPG of Chile served as a model for the other countries. When it was implemented, a methodology for the initiative needed to be developed and the processes and instruments used documented, including those detailing the roles of the Leadership Group members, who were among the earliest. In addition, the need was established for a Technical Group comprising delegates of the leaders to be responsible for regular follow-up of the Action Plan, and the requirements to be met by the actions

³¹ Comunidad Mujer (2020a). [4 años de avance sostenido en el cierre de las brechas de género.](#)

in the plans—including temporality, technical and economic feasibility, political feasibility, expected impact, and public-private balance—were defined.

- **Knowledge Generation and Exchange**

For the purpose of measuring and documenting the progress of the IPG and the companies that committed to moving toward gender equality, the following reports were published:

- [Four Years of Consistent Progress for Closing Economic Gender Gaps: Snapshot of the Progress of Companies](#)
- [50+ Empresas agentes de cambio](#)
- [The IPG of Chile, an Initiative for Closing Economic Gender Gaps](#)

- **Advancement of Economic Recovery from a Gender Perspective**

In response to the health emergency brought about by COVID-19, the IPG of Chile invited companies to join the initiative's community for the purpose of exchanging best practices. The IPG collected and published protocols and measures adopted by nearly forty companies to address, from a gender perspective, the crisis caused by the pandemic and the unequal impact it had on men and women. (See [The IPG of Chile vs. COVID-19: An Exchange of Good Practices with a Gender Approach.](#))

2.3 The IPG of Colombia

Governance Structure and Leadership of the IPG of Colombia

In 2018, the Minister of Labor, in coordination with the Internal Working Group for Victims and Employment Equity with a Gender Approach, took the challenge of leading Colombia's IPG. In the private sector, the president of Grupo Éxito, one of the strongest financial groups in Colombia and one of the country's main employers, was designated as the leader of the IPG.

That same year, leaders of the public and private sectors convened to form the Leadership Group. A particularity of Colombia's leadership group was that, for the first time, representatives of trade unions were included.

A United Nations agency was engaged for the first time and led to the creation of the Strategic Allies Group and established a Technical Secretariat created to serve as coordinator of the alliance.

Table 13 details the governance structure of the IPG of Colombia.

TABLE 13. GOVERNANCE STRUCTURE OF THE IPG OF COLOMBIA

LEADERSHIP GROUP		PARTNERS
PUBLIC SECTOR	PRIVATE SECTOR	
<p>Leadership Group (2018-2023)</p> <ul style="list-style-type: none"> Ministry of Labor (Internal Task Force for Victims and Employment Equity with a Gender Approach) <p>Members (2018-2023)</p> <ul style="list-style-type: none"> Ministry of Labor Vice Presidency of the Republic Council for Women’s Equity Department of Social Prosperity (DPS) Ministry of Trade, Industry, and Tourism Ministry of Mining and Energy 	<p>Leadership Group (2018-2023)</p> <ul style="list-style-type: none"> Grupo Éxito <p>Members (2018-2023)</p> <ul style="list-style-type: none"> National Association of Industries (ANDI) Trade Chamber of Bogotá Ecopetrol Grupo Enel Movistar Grupo Sura Surtigas Terpel 	<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p> <p>FRENCH DEVELOPMENT AGENCY (AFD)</p>
TRADE UNIONS		
<ul style="list-style-type: none"> CUT (Central Union of Workers) CGT (General Confederation of Labor) CTC (Confederation of Workers of Colombia) 		
STRATEGIC ALLIES		
United Nations Colombia		
TECHNICAL SECRETARIAT		

Starting Context

The [diagnosis](#) carried out in 2019 by ECONESTUDIO from the public sector and AEQUALES from the private sector showed that the widest gender gaps in Colombia were in labor market participation. Women's participation in the labor force was 27 percent lower than men's, and their average unemployment rate was 71 percent higher. In addition, their wages were 17 percent lower than men's.



The diagnosis also found low participation of women in leadership positions and identified deeply rooted gender stereotypes. It concluded that women with children faced major limitations in terms of their access to jobs and their prospects of being promoted in companies and organizations.

The worst gaps in terms of participation in labor markets, unemployment, and income wages are suffered by women living in rural areas, the poorest

women, and those with fewer years of formal education. The diagnosis also confirmed that the income gap was largely the result of women's working fewer paid hours every week than men, given their care and household responsibilities.

Action Plan

In 2019, following several workshops conducted by the IDB and by technical teams, officials, and delegates from the private sector, the Leadership Group approved the Action Plan of the IPG of Colombia.

The plan included eleven strategic items and their respective actions for closing economic gender gaps. Examples included the reform of the bylaws of trade unions to increase female leadership; the implementation of a mechanism for prioritizing the connection to women's productive initiatives with entrepreneurship instruments of the Ministry of Trade, Industry, and

Tourism; and the development of alliances with companies to obtain labor links for women in the areas of STEAM (science, technology, engineering, arts, and math).

Achievements

- **Speeding Up of Policy and Legislative Reforms**

The IPG of Colombia worked to implement gender policies in the public sector. In 2020, in collaboration with UN Women, it carried out [an analysis](#) of the costs, benefits, and fiscal impact of paternity leaves. That publication was used to raise awareness of the issue among parliamentarians, following which, in 2021, [Law 2114](#) extended the paternity leave in the country to two weeks and created the shared parental leave and flexible part-time parental leave.

- **Provision to Companies of Practical Tools for Closing Their Economic Gender Gaps**

As the result of a collaborative effort with private sector and entities participating in the Leadership Group, the IPG of Colombia created the digital platform [Equi-Rutas](#). This toolkit allows companies, regardless of sector and size, to identify the necessary elements for moving toward gender parity.

Through Equi-Rutas, companies engaged in the IPG are able to access information on best practices, as well as tools for diagnosing their own internal gender gaps and develop Action Plans for closing them. A series of workshops were held to familiarize companies with the toolkit.

In addition, workshops were attended by 180 people from 70 companies that presented topics that included, among others, the development of policies and Action Plans, the recruitment and selection of staff, and inclusive communication or new masculinities. By October 2022, a total of 1,296 workers from engaged companies had also participated in free courses on gender equity from the toolkit, offered through the virtual campus MyMentor.

- **Commitment of Companies to Closing Economic Gender Gaps**

To date, 105 companies and institutions from different sectors and of varying sizes [have signed their commitments to join the IPG of Colombia](#).

The IPG worked with different unions to add new actors and companies into the initiative. With the support of the Regional Coordination, the Colombian Chamber of Construc-

tion (CAMACOL, for its acronym in Spanish) joined the IPG in 2021 for the purpose of using Equi-Rutas in its program Construimos a la Par. The Colombian Committee of the Commission of Regional Electrical Integration (COCIER) held a series of trainings and presentations for its member companies. At the end of 2022, COCIER achieved their third measurement, using the self-diagnosis instrument provided by the Women Empowerment Principles ([WEPs](#)) from UN Women.

The IPG of Colombia also promoted the development of a new curriculum for technical training on electric grid maintenance. From this program, a project will be developed in collaboration with the National Learning Service for training women and placing them in positions in the country's energy sector (SENA, for its acronym in Spanish).

- **Fostering of Opportunities for Women in Nontraditional and High-Growth Sectors**

The IPG of Colombia worked with sectors that are traditionally among the most male dominated. At the end of 2020, the Ministry of Mining and Energy of Colombia, in collaboration with the IDB and with the support of the consulting firms INSUCO and CoreWoman, presented the [“Energy for Transformation” Advisory Committee: An Alliance of the Mining and Energy Sector for Gender Equity](#). In 2021, the IPG promoted the inclusion of companies from this sector in the initiative and motivated them to use the self-diagnosis tool to determine their gender gaps.

Thanks to these efforts, more than 70 companies from the construction, mining, and energy sector, as well as two business associations from these industries, committed to adopting policies with a gender perspective and to increasing the number of women in their labor force through the improvement of working conditions. This certainly was a substantial step for a sector in which women represent less than 20 percent of the labor force and hardly 9 percent of leadership.

- **Advancement of Economic Recovery from a Gender Perspective**

After the COVID-19 pandemic, the IPG prepared a document that detailed the consequences of the crisis for women and included recommendations for the private sector to mitigate the impact of the emergency on its workers, especially women. (See [La IPG Colombia frente al COVID-19: Explorando los impactos de género para saber dónde actuar.](#))

2.4 The IPG of Costa Rica

Governance Structure and Leadership of the IPG of Costa Rica

Costa Rica committed to implementing its IPG in 2019, establishing a public-private alliance initially led by the Vice Presidency and then by the Second Vice Presidency of the country, along with the Costa Rican Union of Chambers and Associations of the Private Business Sector (UCCAEP), as representative of private sector.

From the start, different United Nations agencies participated as allies in the governance of the IPG. These included the International Labor Organization (ILO) and UN Women, which had already worked with the private sector to close the economic gender gaps in the country.

Contrary to what happened elsewhere, in Costa Rica an in-depth discussion about the governance of the IPG took place, for the purpose of the appropriation of the initiative by the national government. The result was the adoption of the Decree No. 42877, which, on March 8, 2021, established the [High-Level Commission for the Equal Participation of Women in the Economy](#).

In Costa Rica an in-depth discussion about the governance of the IPG took place, for the purpose of the appropriation of the initiative by the national government. The result was the adoption of the Decree No. 42877, which, on March 8, 2021, established the High-Level Commission for the Equal Participation of Women in the Economy.

The goal of this commission is to promote the equal participation of women in the economic processes of the country by developing and analyzing proposals, taking an interinstitutional and intersectoral approach. Its main functions also include tracking the Action Plan of the IPG and accelerating the process for reaching equity by coordinating the programs and activities at the national level.

Thus, the IPG of Costa Rica joined the national agenda for closing gender gaps with an Action Plan that would contribute to the coordination and consolidation of information and actions at the national level. This model facilitated the government transition in 2022.

To support and supervise the implementation of the Action Plan, the IPG of Costa Rica has a Technical Secretariat that coordinates the alliance. As in the other countries, the Technical Secretariat is funded with non-reimbursable technical cooperation resources from the IDB.

Table 14 presents the governance structure of the IPG of Costa Rica.

TABLE 14. GOVERNANCE STRUCTURE OF THE IPG OF COSTA RICA

LEADERSHIP GROUP: HIGH-LEVEL COMMISSION FOR THE EQUAL PARTICIPATION OF WOMEN IN THE ECONOMY		
PUBLIC SECTOR	PRIVATE SECTOR	INTER-AMERICAN DEVELOPMENT BANK (IDB) WORLD ECONOMIC FORUM (THE FORUM) FRENCH DEVELOPMENT AGENCY (AFD)
Leadership Group (2019-2022) <ul style="list-style-type: none"> • First Vice Presidency of the Republic (2019) • Second Vice Presidency of the Republic (2022) 	Leadership Group (2019-2022) <ul style="list-style-type: none"> • Costa Rican Union of Chambers and Associations of the Private Sector (UCCAEP) 	
Members (2019-2022) <ul style="list-style-type: none"> • First Vice Presidency • National Women's Institute (INAMU) • Ministry of National Planning and Economic Policies (MIDEPLAN) • Ministry of Economy, Industry, and Trade (MEIC) • Ministry of Labor and Social Security (MTSS) • Foreign Trade Promoter (PROCOMER) 	Members (2019-2022) <ul style="list-style-type: none"> • Costa Rican Union of Chambers and Associations of the Private Sector (UCCAEP) • Chamber of Exporters of Costa Rica (CADEXCO) • Business Alliance for Development (AED) • National Tourism Chamber (CANATUR) • Costa Rican Investment Promotion Agency (CINDE) 	
TECHNICAL GROUP		
One representative of each governmental institution and each company in the private sector		
STRATEGIC ALLIES		
UN Agencies, Brenau University		
TECHNICAL SECRETARIAT		

Starting Context

The [diagnosis](#) of economic gender gaps conducted in 2019 by the Central American Institute of Business Administration (INCAE) found that Costa Rica is one of the best-positioned countries in terms of gender equality. It also has one of the best overall scores in the World Economic Forum's Global Gender Gap ranking (22nd of 149 countries). On the economic participation and opportunities component, however, the country significantly falls behind, dropping to 105th. Costa Rica's rate of economic participation of women was one of the lowest globally. In Latin America and the Caribbean, it came in ahead only of Guatemala, Mexico, and Honduras.



Data from 2018 showed that women in Costa Rica participated less than men in the labor market (50.8 percent and 74.9 percent, respectively) mainly because of their responsibility for unpaid household and care work.

According to the [National Survey on Time Use \(ENUT\) in Costa Rica](#), in 2022, women spent an average of 36 hours a week on unpaid domestic work, while men spent only 14 hours. For caregiving work, the distribution was 23 hours per week for women, compared to 14.5 hours for men.

Even when women managed to enter the labor market, they were at a disadvantage. They were more affected than men by unemployment (9.7 percent versus 7.4 percent) and were paid 11 percent less. Likewise, women were underrepresented in leadership positions both in the private sector (where they represented 25 percent of management and senior staff) and the public sector (where their representation reached 32 percent in leadership in the central government and

dropped to 26 percent at other government levels). In addition, women are mostly in lower-productivity sectors and continue to be overrepresented in more informal and insecure positions.³²

Action Plan

In 2019, based on the diagnosis results, more than twenty-six public and private organizations in the IPG developed its first Action Plan (2020). It included eight strategic axes of joint intervention: care, entrepreneurship, STEAM skills, statistics, gender equality training for the public sector, companies for gender parity, employability, and women's leadership.

Since the development phase of the Action Plan of the IPG of Costa Rica took place during the COVID-19 pandemic, three actions were given priority:

- Strengthening of the Costa Rican Network of Child Care and Development (REDCUDI), by seeking alternative sources of funding
- Development of 21st century skills for women, mainly linked to STEAM careers
- Design of an employment formalization strategy

Achievements: 2019–22

- **Creation and Dissemination of Information to Support Informed Decision Making**

With the onset of the pandemic, the IPG of Costa Rica submitted a technical report to the public and private sectors highlighting the differing impacts of COVID-19 gaps on men and women. This report contributed to the social debate on the importance of implementing gender-differentiated measures for economic recovery, as well as the need to have women leaders at the decision-making tables during the emergency.

- **Acceleration of Policy and Legislative Reforms Related to Caregiving**

The IPG participated in social debates and fostered dialogue between the public and private sectors regarding caregiving. These dialogues influenced the issuance of the first [National Care Policy](#) 2021 (Law 9941, Reactivation and Strengthening of the National Childcare and Development Network), which seeks to expand the coverage of care ser-

³² Encuesta Nacional del uso del tiempo, ENUT, (2022).

vices to more families and extend care to dependent (elderly, disabled, or chronically ill) persons. It also aims to achieve social and economic autonomy for women.

In addition, this policy seeks to add new forms of care by introducing into the family environment the use of technology, such as telecare, home care, day centers, and longstay residences for the elderly.

Thanks to an innovative pilot plan project promoted through the IPG, the issue of co-responsibility for care was included in high-level discussions and positioned as a national goal. The pilot plan, jointly supported by the IDB, the IDB Early Childhood Development Innovation Fund, the DEHVI Foundation, the Business Alliance for Development (AED), and United Way, was called “[Gane-Gane-Gane \[Win-Win-Win\]: Public-Private Co-Responsibility for Early Childhood Care and Women’s Labor Insertion.](#)”

This project, also known as Gane Tr3s, helped position corporate coresponsibility as a strategy for sustainability and quality in early childhood care and supported the development of co-payment plans for care. As of July 2022, [eight companies](#) from the private sector had established co-payment systems to assist female employees with the costs of early childhood care services. In 2021, the companies invested over US\$95,000 in these plans.

In 2022, Gane-Gane-Gane doubled its coverage to benefit 100 children and about 90 families. Since its start in 2019, the program has improved the quality of education for 38 professional caregivers and 1,220 children in 22 daycare centers. The coverage provided by the co-payment systems varies greatly, ranging from 100 percent of the cost of child care paid by the company to a sharing arrangement of 54 percent paid by the company, 24 percent by the employee, and 22 percent by the solidarity association.³³

All the care centers participating in this co-payment plan are operated by the private sector. The project has contributed to placing the issue of child care and the importance of sharing co-payment for these services among companies, families, and the state on the public agenda at the highest level and has even led to the drafting of a bill.

³³ Solidarity associations in Costa Rica are social organizations regulated by [Law 6970](#) with enrolled workers assuming exclusive responsibility for their administration. These associations can carry out operations related to savings, credit, and investment and develop housing, scientific, sports, artistic, educational, and other programs to enhance the workers’ quality of life.

- **Creation of Alliances and Synergies to Promote New Opportunities for Women**

The members and the Technical Secretariat of Costa Rica's IPG promoted the creation of new programs to accelerate the closing of the economic gender gaps through compliance with its Action Plan. Some of the programs are listed below:

- [IMPULSA program + Business with Equality Program](#) aims to implement actions to meet the gender strategy goals of Costa Rica's export sector and increase the number of women-owned businesses reaching global markets, which presently comprise only 27 percent of exporting companies in Costa Rica. More than 120 women were trained in the first edition of the program in November 2022. The Foreign Trade Corporation of Costa Rica ([PROCOMER](#)), the [Ministry of Foreign Trade](#) (COMEX), the Trade Chamber of the Universidad de Brenau, and the IPG worked together in this action.
- Sponsored by the IDB, the [Program for Emerging Women Leaders in Costa Rica](#) promotes and acknowledges the leadership of women in public and private management. In 2022, thirty women from IPG member organizations were enrolled.
- The [Women's Network of the IPG of Costa Rica](#) is a platform for women who represent IPG member organizations and are committed to the initiative's objectives. This network promotes discussion about the barriers faced by women in Costa Rica's labor market, and it will also become a space for consultation on new opportunities for empowerment. As of December 2022, fifty women-owned companies had signed the letter in support of the IPG and were incorporated as members of the network.

- **Commitment of Companies to Gender Equality**

Costa Rica's IPG, in collaboration with the Regional Coordination of the IPG, developed the "[Road to Parity Initiative](#)" to expedite the process of moving from the writing of a public commitment (the signing of the support letter) to taking action (self-diagnosis and the development of an action plan to close the economic gender gaps).

This route is marked by a series of workshops given by members of the IPG to member companies to support them in applying the UN Women's Empowerment Principles ([WEPs](#)), develop their Action Plans, and progress toward obtaining [national G38 certification from the Communication Technologies National Institute and the Equality Seal from the National Women's Institute \(INAMU\)](#).

In 2021, more than 60 companies participated in two editions of Road to Parity, and, as of August 2022, the IPG of Costa Rica had approximately 70 companies as members.

- **Acknowledgment of Female Leadership through Powerful Stories and Ideas**

The IPG of Costa Rica joined Ideas en Acción and Voces Vitales Costa Rica to launch the 2021 and 2022 editions of [TEDx Llorente Women](#). Costa Rican women leaders shared stories at these events to challenge prejudices, foster spaces for dialogue and connection, and create new perspectives on women’s empowerment and leadership. In 2022, the event reached more than 140 people in person and 460 virtually.

- **Building of Sectoral Alliances for Equality**

The IPG of Costa Rica has focused on generating alliances between public- and private-sector organizations, mainly in three areas of opportunity for the country: tourism, agriculture, and the financial sector.

In the tourism sector, the IPG worked with TUPAR (a coalition of tourism companies and chambers that promotes “tourism for parity” services). It also undertook actions to convene women leaders from twenty-one tourism chambers and bring them into the initiative.

In agriculture, a sector in which women represent over 50 percent of the workforce globally, the IPG is working with PROCOMER and promoting an alliance with the Costa Rican Coffee Institute.

In the financial sector, the Banco Nacional, the financial institution BAC Credomatic, and Grupo Mutual joined the IPG.

Taking a sectoral approach facilitates interaction among actors who share similar problems, interests, and languages. The result is an increased interest in understanding and replicating the best practices implemented by other companies.

2.5 The IPG of Ecuador

Governance Structure and Leadership Group of the IPG of Ecuador

In June 2020, the Ministry of Economy and Finance (MEF) of Ecuador expressed its commitment to implementing an IPG. On May 20, 2021, a permanent technical roundtable, “Economía Violeta” (Purple Economy) was created for the IPG by resolution GSEP-2021-02 of the Economic and Productive Sectoral Cabinet with the objective of promoting equality of conditions in the labor market.

IPG creation was incorporated into three IDB operations conducted with the country: two policy-based loans (PBLs) with two phases of IPG implementation (the first in 2021 and the second in 2022) and one technical cooperation. Their purpose was to implement and consolidate measures to strengthen the protection of vulnerable populations and to support job creation with gender equity and consistent with the country’s environmental goals.

In the same year, IPG creation was incorporated into three IDB operations conducted with the country: two policy-based loans (PBLs) with two phases of IPG implementation (the first in 2021 and the second in 2022) and one technical cooperation. Their purpose was to implement and consolidate measures to strengthen the protection of vulnerable populations and to support job creation with gender equity and consistent with the country’s environmental goals. The first PBL established the support for the creation of the IPG while the second PBL and the technical cooperation established the technical assistance to be given for the implementation of the Initiative.

To begin the development of the IPG of Ecuador, leaders from the private and public sectors were convened under the leadership of the MEF and the Ministry of Production, Foreign Trade, Investment, and Fisheries to establish its Leadership Team. Resolution GSE-GSBP-GSP-001-2002, dated June 2, 2022, determined that the team would be formed from the highest authorities of twelve public institutions and nine private companies for high-level decision

making regarding the reduction of gender gaps in the country. Unlike other IPG, no co-leaders from the private sector were appointed in Ecuador.

The IPG's Technical Group in Ecuador supports the initiative's Action Plan, as well as the implementation, follow-up, and execution of the activities included in it. It comprises one delegate from each governmental institution and each private-sector company represented on the Leadership Group and operates under the coordination of the Ministry of Economy and Finance (for the public institutions) and the Ministry of Production, Foreign Trade, Investment, and Fishery (for the private companies).

As part of the IDB's support for the consolidation of the IPG of Ecuador, an Executive Secretariat will be hired, at the end of 2023, that will work to coordinate and catalyze the alliance for the implementation of the action plan.

Table 15 describes the governance structure of the IPG of Ecuador.



TABLE 15. GOVERNANCE STRUCTURE OF THE IPG OF ECUADOR

LEADERSHIP GROUP		PARTNERS
PUBLIC SECTOR	PRIVATE SECTOR	
<p>Leadership Group (2020-2023)</p> <ul style="list-style-type: none"> • Ministry of Economy and Finance • Ministry of Production, Foreign Trade, Investment, and Fishery <p>Members (2020-2023)</p> <ul style="list-style-type: none"> • Ministry of Economy and Finance • Ministry of Production, Foreign Trade, Investment, and Fishery • Ministry of Labor • Secretariat for Human Rights • Technical Secretariat of the National Council for Gender Equity • Ministry of Agriculture and Livestock • Ministry of Tourism • Chairman of the Board of the Financial Corporation • Chairman of the Board of the National Corporation for Popular and Solidarity Finances • General Manager of Ecuador's Central Ecuador • General Manager of BanEcuador • General Manager of the National Institute of Popular and Solidarity Economy 	<p>Members (2020-2023)</p> <ul style="list-style-type: none"> • Holcim Ecuador S.A. • Consorcio NOBIS • UNILEVER • Banco Pichincha • Arcos Dorados S.A, McDonald's • Latinomedical S.A, Grupo Veris • Banco de Guayaquil S.A • Deutsche Post DHL Group • Nestlé Ecuador S.A 	<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p> <p>FRENCH DEVELOPMENT AGENCY (AFD)</p>
TECHNICAL GROUP		
One representative of each governmental institution and each company in the private sector		
STRATEGIC ALLIES		

Starting Context

A diagnosis developed in 2021 by the Center for Educational and Social Studies (CEES) and the group GENDERS A.C. showed that, despite Ecuador's having a solid regulatory structure in terms of gender equality, barriers still hinder women's economic empowerment. The main ones are reflected by the types of occupations in which women's employment is concentrated; by the cultural factors that push women into lower-productivity, lower-paying jobs and prevent their advancement

into leadership positions; and by the difference in wages between men and women of comparable qualifications and experience.

Specifically, the diagnosis found a labor participation gap between men and women of 24.5 percentage points. It also revealed that most women (81 percent) take on low-productivity activities in agriculture, commerce, and services, compared to 60 percent among men.

A second finding was that full participation in the labor market

is often prevented by the large amount of time spent by employed women on unpaid activities related to household tasks (3.5 times more than men.)

Third, as in other countries, a “glass ceiling” makes it impossible for most women in Ecuador to occupy decision-making positions, both in the public and private sectors, even though there is no differentiating gap in education. According to 2019 data, men then held 61.6 percent of the senior positions in the private sector, compared to 38.4 percent for women.

Finally, women find it difficult to generate income under the same terms as men. The diagnosis highlighted the wage gap and showed that women in Ecuador earn around 15 percent less than men with the same years of experience, in the same sector, and with the same educational background.



Action Plan

The Technical Group of the IPG of Ecuador actively participated in both virtual and in-person workshops to build the structure of its Action Plan. Its goal was to define collectively the strategic elements of the plan.

The result was a matrix of actions, indicators, responsible parties, and implementation deadlines that was reviewed by the members of the Leadership Group, which then, through a majority voting process, selected the actions that would be priorities of the IPG of Ecuador. The remaining actions were to be included in the Action Plan and implemented as the priority actions were completed. The priority actions were the following:

Following the voting results of the public institutions and private companies, members of the Leadership Group, the following actions were prioritized:

- Promote the adoption of actions for gender equality in the private-sector companies.
- Create training and capacity-building programs and actions (including mentoring) for business development and employability.
- Expand the scope of the Dual Training Model in STEAM areas.
- Identify any initiatives or best practices to promote female leadership that have been designed and implemented by private-sector companies.
- Follow up on implementation of and progress on the Law and Policy of the “Economía Violeta” (Purple Economy).

Ecuador’s IPG Action Plan was approved by Resolution No. GL-IPG-ECU-2022-002 of the Ministry of Economy and Finance and the Ministry of Production, Foreign Trade, Investments, and Fishery.

Achievements: 2022

The year 2022 saw the creation of the IPG's Leadership Group and its governance structure and the development and approval of its Action Plan. Implementation of the Action Plan began in 2023 with the organization of the forum "Purple Law: Road to Gender Parity" in March, Women's Month. On January 20, 2023, the [Purple Economy Law](#) was approved by the General Assembly, the law institutes several innovative measures to eliminate the gaps and discriminatory treatment that prevent women from participating in the labor, educational, and political spheres on the same terms as men. Also, the IPG created a [blog](#) to disseminate the outcomes of the workshop, as well as the main guidelines of the law.

2.6 The IPG of Honduras

Governance Structure and Leadership of the IPG of Honduras

In January 2022, the government of Honduras expressed its interest in advancing an IPG as part of commitments made by the [Partnership for Central America \(PCA\)](#).

The highest authorities of the Women's Affairs Secretariat, the Bureau of Investments, and the Labor and Social Security Secretariat were appointed as co-leaders of the IPG, and other organizations from the public and private sectors were invited to participate. At the time of writing, no co-leader from the private sector had been appointed. As in other IPG, a Technical Group was established, bringing together the leaders' representatives to develop the Action Plan for the IPG and support its implementation. Table 16 describes the governance structure of the IPG of Honduras.

TABLE 16. GOVERNANCE STRUCTURE OF THE IPG OF HONDURAS

LEADERSHIP GROUP		PARTNERS
PUBLIC SECTOR	PRIVATE SECTOR	
<p>Leadership Group (2022-2023)</p> <ul style="list-style-type: none"> • Secretariat of Women’s Issues • Investment Bureau • Labor and Social Security Secretariat <p>Members (2022-2023)</p> <ul style="list-style-type: none"> • Secretariat of Agriculture and Livestock • Economic Development Secretariat 	<p>Members (2022-2023)</p> <ul style="list-style-type: none"> • CARGILL • Gildan • ELCATEX • Walmart • Grupo Terra 	<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p> <p>FRENCH DEVELOPMENT AGENCY (AFD)</p>
<p>TECHNICAL GROUP</p> <p>One representative of each governmental institution and each company in the private sector</p>		
<p>TECHNICAL SECRETARIAT</p>		

Starting Context

The diagnosis, developed by ENRED Panamá S.A., showed persistent economic gender gaps in Honduras. In 2021, the participation rate of women in the labor market was significantly lower than men’s (48.7 percent versus 74.3 percent). The difference was even more evident in rural areas, where participation for women was 37.5 percent and for men 72.9 percent.

The diagnosis also found that Honduras was the country with the second highest percentage of female population having no income of their own: 43.5 percent of women ages 15 years and older. In Latin America, this figure was 27.8 percent, according to the latest (2019) calculation by the Economic Commission for Latin America and the Caribbean (ECLAC).

In addition, women who did enter the labor market were more affected than men by unemployment (in 2019, women represented 54 percent of the unemployed population). This was a result of the sectoral segregation of women’s employment.

The main sectors employing women were trade, services, and manufacturing (especially of maquila.) For men, they were agriculture, trade, and construction. The proportions of women who participated in the labor market as self-employed workers (36 percent) or family workers (10 percent) were also higher; for men, the percentages were 25 percent and 5 percent, respectively.

In the labor market, the average salary of women was 89 percent that of men. The difference was particularly acute with regard to self-employed workers, in which case women's income amounted to only 54 percent of men's.

Many barriers stand in the way of closing economic gender gaps; among the main ones are teenage pregnancy, the care economy, and violence. Extortion and crime are also more likely to limit the growth and competitiveness of companies that are likelier to employ women. In particular, women entrepreneurs are often victims of these practices, and certain factors increase the risk, such as having an open store or becoming more visible as the result of advertising or business expansion. The fear of extortion influences the decisions of businesswomen, discouraging growth.

Finally, domestic violence limits the growth and competitiveness of women's businesses. The possibility of women's economic independence can lead to power imbalances and jealousy in couples. This often leads to such actions on the part of the male partners as withholding money or ceasing to contribute to household expenses when the woman starts generating income, downgrade their intellectual abilities, affecting their self-esteem or, in the most serious cases, to physical abuse.

Achievements: 2022

In December 2022, the IPG of Honduras finalized its diagnosis document, which identified the main economic gender gaps in the country. In addition, public policies and private-sector practices were revised, and a first proposal for actions to advance gender equality in the labor market was developed.

On November 29, 2022, the economic gender gaps diagnosis was submitted to the highest authorities of the Women's Affairs Secretariat, the Bureau of Investments, and the Labor and Social Security Secretariat. The public-sector institutions and private-sector companies that might be part of the IPG's Leadership Group were identified at this time, as well as possible sectors for the initiative to focus on.

On January 17, 2023, during the Annual Meeting of the World Economic Forum (the Forum) in Davos, a session organized specifically on gender parity accelerators in LATAM was held to share

progress, future actions, and commitments of the IPG. In that special session, the authorities of Honduras's Women's Affairs Secretariat and Investment Bureau sealed their commitment to promoting the IPG of Honduras by signing a collaboration agreement with the Forum.

On May 24, the first meeting of the Leadership Group took place in Tegucigalpa, Honduras. Participants included IDB and the Forum members, public-sector officials, and top private-sector business leaders. All expressed their commitment to the IPG and to working together to close the economic gender gaps.

Over the next two days, workshops were held with the members of the Technical Group of the Honduras IPG to begin the participatory development of the initiative's Action Plan. Four strategic priorities were agreed on: (1) safe workplaces, free of violence toward and harassment of women; (2) the economic empowerment of women in agricultural production units and access to productive, technological, financial, and training resources; (3) the promotion of women to leadership positions in public- and private-sector companies; and (4) the increased competitiveness of women-owned businesses.

At the time this report was created, the Leadership Group had approved the IPG's Action Plan, and the first steps to implement the actions had already been taken.

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2.7 The IPG of Mexico

Governance Structure and Leadership of the IPG of Mexico

In 2022, Mexico's Economy Secretariat and the Tourism Secretariat expressed their commitment to implementing an IPG. Its focus was to be primarily on the southeastern part of the country and on the tourism, information, and communication technology (ICT), and agroindustry sectors.

Created during 2023, the Leadership Group and Technical Group of the IPG of Mexico comprise high-level representatives from the public and private sectors. At this writing, the initiative is in the process of convening the first meeting of the Leadership Group to request its approval of the Action Plan.

Until August 2023, the administration and monitoring of the initiative were led, from the public sector, by the two secretariats, with the assistance of the IDB, the Forum, and AFD. Other participants were private-sector leaders representing companies from several sectors, such as tourism, agribusiness, and ICT, among others, that are essential to the country's economy. The model of the IPG of Mexico has flexibility to add public and private organizations according to their level of involvement and commitment to the initiative. Table 17 describes the governance structure of the IPG of Mexico.

TABLE 17. GOVERNANCE STRUCTURE OF THE IPG OF MEXICO (AUGUST 2023)

LEADERSHIP GROUP		PARTNERS
PUBLIC SECTOR	PRIVATE SECTOR	
<p>Leadership Group (2022-2023)</p> <ul style="list-style-type: none"> • Economy Secretariat • Tourism Secretariat <p>Members (2022-2023)</p> <ul style="list-style-type: none"> • Finance and Public Debt Secretariat • Labor and Social Security Secretariat • Agriculture and Rural Development Secretariat • National Women’s Institute 	<p>Leadership Group (2022-2023)</p> <ul style="list-style-type: none"> • Softtek • IBM • Consolid México • City Express <p>Members (2022-2023)</p> <ul style="list-style-type: none"> • AT&T • Grupo BAL • 3M • PepsiCo • Danone • SAP • FEMSA • Manpower Group 	<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p> <p>FRENCH DEVELOPMENT AGENCY (AFD)</p>
TECHNICAL GROUP		
One representative of each governmental institution		
STRATEGIC ALLIES		
National Chamber of Electronics, Telecommunications, and Information Technologies (CANIETI), Mexican Association of Hotels and Motels (AMHM), international organizations, civil society organizations, State tourism representation.		
TECHNICAL SECRETARIAT		

Starting Context

In 2022, the Center for Educational and Social Studies (CEES) carried out a diagnosis of economic gender gaps in Mexico³⁴. The differences were found, above all, in labor participation, decision making and leadership positions, and wages.

The labor participation rate registered a gap of 31 percentage points in favor of men (76.5 percent versus 45.1 percent).

The diagnosis also found that, together with Peru, Mexico has the highest gender gap among the countries in the region in terms of remuneration. In 2018, for each peso a man earned, women received 0.7 pesos. In the private sphere, the share of positions in middle and senior management held by women (35 percent) is low and has remained constant, and the higher the positions, the lower the percentage occupied by women. Among the thirty-five companies that were listed in the Mexican Stock Exchange in 2020, women represented 35 percent of all employees, and this decreased to 15 percent in vice presidencies, 9 percent on management boards, and only 1 percent in directorates general.

Women's disadvantage in the labor market is further accentuated in some states of Mexico, mainly in the southeastern part of the country. The gap in the labor participation rate in Chiapas, Veracruz, and Tabasco, for instance, is greater than in the whole country (37 percentage points as opposed to 33). Chiapas has the largest gap in labor participation between men and women, at 48.6 percentage points. Likewise, the gaps in the unemployment rate in the same three states exceed the national average, with differences higher than 1.3 percentage points (as opposed to 0.2 percentage points in the country as a whole).

At the national level, the diagnosis took note of occupational segregation: women were concentrated mainly in trade and services, which have lower productivity (25 percent of occupied women work in trade and 13 percent in services, as opposed to 15 percent and 7 percent of men, respectively).

Tourism is among the economic sectors that employ high proportions of women, but other gaps in the sector persist. According to a 2019 global report on women in tourism, for example, those who worked in accommodation and food services in Mexico between 2014 and 2018 earned 73.8

³⁴ Center for Educational and Social Studies-CEES-EASE (2022). Caracterización de las brechas de género y análisis de barreras en el mercado laboral y sector empresarial y líneas estratégicas de acción para Iniciativa de Paridad de Género en México. Final Report of the Consultancy - Internal working document.

percent of what men from the same sector earned. For the economy as a whole, that figure was 84.8 percent³⁵.

Moreover, women are underrepresented in sectors with greater opportunity and better remuneration, such as ICT, where 16 percent of female workers are employed, as opposed to 17.2 percent of men. The same happens in the agribusiness sector, which employs 4 percent of women versus 17 percent of men.

Action Plan

The IPG of Mexico is distinctive in that, taking into account the important regional, social, and gender gaps in the country, it was decided to focus the initiative's efforts in the southeast and in three sectors: agribusiness, tourism, and ICT.

In evaluating the criteria for choosing this approach, it was considered that the three sectors are a priority for economy, that female labor participation in these sectors is low, and that the sectors show gender gaps in terms of access to and the low quality of employment. For this reason, an important aspect of the IPG of Mexico will be the support given to women to facilitate their professional retraining or their learning of new competencies for progressing in their jobs. Such reskilling and upskilling will enable them to take advantage of the job opportunities in these sectors, which so far have been dominated by men. This includes leadership positions.

Achievements: 2022

In 2022, the IPG of Mexico progressed with the development and approval of a diagnosis of the economic gender gaps in the country and began organizing its Leadership Group. The development, approval, and implementation of the Action Plan were planned for 2023.

During the first few months of 2023, different workshops were held with representatives of twenty-five entities from the public and private sectors of Mexico for the purpose of sharing the objectives and progress of the IPG and inviting them to join the initiative. These events were led by technical representatives of the Economy Secretariat and the Tourism Secretariat and included the participation and the support of the IDB, the Forum, and AFD.

As a result of the workshops, both private companies and public institutions showed their interest in joining the IPG and contributing to the development of its Action Plan for promoting gender

³⁵ World Tourism Organization (UNWTO), [Global report on women in tourism](#), second edition, 2019.

parity in the country. Subsequent workshops were held, virtually on May 11 and in person on May 22, 2023, for the design of the Action Plan. A total of forty-three representatives of the companies, chambers, associations, and governmental institutions that make up the Technical Group attended, along with strategic allies from international organizations and civil society, who actively participated in collaboration.

By the time of this writing, the IPG of Mexico had completed its Action Plan and was processing its approval by the Leadership Group.

2.8 The IPG of Panama

Governance Structure and Leadership of the IPG of Panama

In April 2017, Panama decided to adopt the IPG. The context for that decision was the keen interest of the highest government authorities in contributing to the closing of gender gaps and promoting women's participation in leadership positions.

The IPG of Panama was formally launched in January 2018, at an event that included main actors from the public and private sectors. Initially, the IPG was managed by the Vice President of the Republic and the Chancellor. In 2019, the Ministry of Social Development took on the responsibility.

The Leadership Group was created on January 17, 2018, and included key actors from the public and private sectors who were strongly committed to the IPG. For the development process of the initiative, it was considered appropriate to create a Strategic Committee, in which other relevant actors of the country in terms of economy, employment, and gender could participate. Their purpose was to support the goals of the initiative.

The governance of the IPG of Panama was institutionalized through the creation of the National Council for Gender Parity, regulated by Executive Decree No. 236 (dated July 11, 2018). In 2019, Executive Decree No. 315 (dated November 26, 2019) included the Ministry of Education (MEDUCA) in the Council and attached the Technical Secretariat of the Council to the Ministry of Social Development

(MIDES, for its acronym in Spanish). Later on, in 2020, Executive Decree No. 512 (dated June 16, 2019) named the Minister of Social Development as the President of the Council. Table 18 describes the governance structure of the IPG of Panama.

The governance model for the IPG is presently being redesigned to focus on the sustainability of the initiative, its financial management and on following up on the implementation of its Action Plan. The Ministry of Social Development is guiding this process, supported by the consulting firm McKinsey in the redesign of three fundamental aspects:

- The management model of the IPG
- Communication
- Technical support for companies

TABLE 18. GOVERNANCE STRUCTURE OF THE IPG OF PANAMA

NATIONAL COUNCIL FOR GENDER PARITY	
PUBLIC SECTOR	PRIVATE SECTOR
<p>President (2019-2022)</p> <ul style="list-style-type: none"> Minister of Social Development (MIDES) <p>Members (2019-2022)</p> <ul style="list-style-type: none"> Ministry of Social Development Ministry of Foreign Affairs Ministry of Education (MEDUCA) Ministry of Economy and Finance Ministry of Labor and Work Development AMPYME (Micro, Small, and Medium Enterprise Authority) Panama Canal Authority SENACYT (National Science, Technology, and Innovation Secretariat) SMV (Superintendency of Capital Markets) National Women's Institute (INAMU) 	<p>No presidents were designated by the private sector.</p> <p>Members (2019-2020)</p> <ul style="list-style-type: none"> Procter & Gamble Tecnasa GVA Grupo Verde Azul Stratego Empresas Bern Banistmo Copa Airlines Banco General
TECHNICAL GROUP	
One representative of each governmental institution and each company in the private sector	
STRATEGIC COMMITTEE	
<ul style="list-style-type: none"> International sector: PNUD, UN Women, ILO Public sector: National Institute of Vocational Education and Training for Human Development (INADEH) Private sector: CONEP, ADP, SUMARSE—UN Global Compact, Ciudad del Saber 	
TECHNICAL SECRETARIAT	

INTER-AMERICAN
DEVELOPMENT
BANK (IDB)

WORLD
ECONOMIC
FORUM
(THE FORUM)

Starting Context

The [diagnosis](#), conducted by the consulting firm ENRED Panama, found one of the main gender gaps in the country—that in labor participation—reflected by the complete absence of more than 750,000 working-age women from economic activity. Most of them noted household responsibilities as the primary reason for not working.

Furthermore, despite generally high educational achievements throughout Panama as a whole, women were underrepresented in the knowledge fields of the future, including minority sectors with growing opportunity, such as the logistics sector, wholesale trade, and ICT.

In terms of the gender gap in leadership positions, the diagnosis found that Panama was among the Latin American countries with the highest proportion of women in this respect, although there was a nuance: women were mainly present in middle and lower management and practically absent from senior positions.

Finally, a structural gap affecting all others was that with regard to domestic work. The diagnosis found that 74 percent of domestic work in Panama was carried out by women, and that the implementation of measures for balancing work and family life and co-responsibility in care was still very incipient.

Action Plan

Since the beginning, the IPG of Panama was thought of as the framework for all the gender policies and practices at the national level, both the new ones and those already in place, and it produced the first and most important gender strategy in the economic field.

This strategy became the [Action Plan](#), developed through a process in which members of the Strategic Committee, technical delegates, and allies of the IPG all participated.

The Action Plan was presented at a public event headed by the President of the Republic. On this occasion, two important documents were signed: that which created the National Council for Gender Parity and the one of the by-law No. 56 of 2017, which established a minimum quota of 30 percent participation by women on boards of directors of companies and institutions.

The Action Plan of the IPG was initially coordinated around three strategic axes oriented toward (1) increasing labor participation, (2) reducing the wage gap, and (3) promoting women's participation in leadership positions. Panama advocated for the inclusion of a fourth point—governing to achieve equality—for the purpose of addressing the gaps

resulting from the unequal distribution of domestic responsibilities and care.

The original Action Plan contained twelve measures. Among the most notable were the recruitment of more young women to STEM university degree courses; the closing of the digital gender gap; the reduction of the gender wage gap; and the increase of the numbers of women in company leadership positions.



Four thematic working groups corresponding to the four axes, led by member organizations of the IPG, were created for the implementation of the Action Plan. These groups met regularly for tracking the progress of the commitments entered into, as well as for sharing and exchanging experiences and exploring possible synergies and alliances.

In 2020, the COVID-19 pandemic required that the work dynamic and the Action Plan of the IPG be adjusted to the new reality and needs. The IPG published a technical note that helped raise awareness of the differential impact on men and women of the pandemic in terms of labor participation and the effects of confinement. Subsequently, Panama added three measures to the Action Plan of its IPG. These mainly aimed to mitigate the effects on women of the increase in their household chores and care responsibilities resulting from the pandemic and to address the increase of domestic violence.

Since then, the IPG has focused on the development of the new operating model for the coordination, management, supervision, and evaluation of the initiative and its financial sustainability.

Achievements: 2018–20

- **Speeding Up of Policy and Legislative Reforms**

The IPG of Panama had a leading role in the modifications of Law No. 4 regarding equal opportunities, which included actions to reduce the wage gap between men and women. It also promoted and helped disseminate the results of the enactment of Law No. 56 concerning the participation of women on boards of directors. Within the framework of the IPG, campaigns were designed and launched for attracting young women to the areas of STEM; one was '[Soy Mujer, Soy Capaz](#)'. The Ministry of Social Development, in collaboration with the partners of the IPG, established the Public Policies Committee for the development of the Comprehensive Care System. Its purpose was to set a roadmap for improving the organization of care in Panama and moving toward co-responsibility.

Furthermore, Panama was the second country in Latin America to receive a policy-based loan with flexible financing for the purpose of promoting institutional and legislative reforms that would contribute to the closing of gender gaps. The first stage of the PBL was approved in 2018 and the second in 2021.

Likewise, Panama was the first country in Latin America to launch the Social Gender Bonus for financing small and medium-sized enterprises led by women. This work was carried out in collaboration with one of the partners of the IPG, Banistmo.

In 2020, thanks to the IPG of Panama, it was possible to formulate a proposal of measures with a gender approach for the economic reactivation of the country and so prevent the crisis caused by COVID-19 from exacerbating the economic gender gaps.

Finally, the IPG contributed to the diagnosis for and design of the Public Labor and Employability Policy for Young and Adult Women Who Show Socioeconomic Vulnerability in Panama (PEIM), which was approved on October 4, 2021. The purpose of the policy was to promote the economic recovery of the country after the pandemic, and the governing body promoting it was the Ministry of Labor and Work Development (MITRA-DEL).

The PEIM includes an Action Plan extending to 2024. Among the actions specified in it are the promotion of women's labor through the reinforcement of soft, cognitive, and interpersonal skills and the enhancement of women's basic transversal competencies (digital, linguistic, and customer services) through a training program adjusted to their needs. Also included is ensuring women's access to technical and occupational fields linked to the current sectors with greater opportunities (logistics, agribusiness, tour-

ism, and commerce) and to future ones (energy, environment, science and innovation, technology, culture), as well as promoting women's employability in government and community jobs and mitigating barriers and gender prejudice in the private sector.

The PEIM prioritizes these actions among the most vulnerable women, such as women without university education; women under the age of 30; women from rural areas; women who are domestic workers; indigenous women; Afrodescendant women; women who are single mothers; and women with some sort of disability.

- **Commitment of Companies to Gender Equality**

In the private sector, the IPG of Panama has achieved the inclusion of 77 companies and organizations, reaching 17,370 women and 892 organizations. The Gender Equality Seal certification has played a significant role in this process, acknowledging companies that meet specific quality standards in terms of gender parity.

To support this kind of efforts from companies, the IPG offered a series of seminars, cycles of seminars, and presentations online. The topics included the role of the private sector in care and social co-responsibility policies; inclusive and gender-neutral marketing; how to fight gender violence in the workplace; and unconscious gender bias, among others.

- **Advancement of Economic Recovery from a Gender Perspective**

To prevent the crisis caused by COVID-19 from increasing gender economic gaps, the IPG of Panama prepared the following documents, in which the differential impacts of gender were identified:

- [IPG of Panama: Proposal of Measures Reactivating the Economy with a Gender Perspective](#)
- [The IPG of Panama vs. COVID-19: Exploring the Impacts of Gender in Order to Know Where to Act](#)
- [Good Business Practices for Promoting Gender Equality: Impacts of COVID-19 and Implemented Measures](#)

The IPG also recommended gender differential measures for the economic reactivation and shared good business practices to advance gender equality.

2.9 The IPG of the Dominican Republic

Governance Structure and Leadership of the IPG of the Dominican Republic

In 2018, the Dominican Republic expressed interest in creating an IPG to increase economic opportunities for women in the country. The Leadership Group was created on December 3, 2018, with an informal de facto governance structure, closely linked to the Ministry of the Presidency. The presidency was in charge of the most important decisions of the IPG.

After four years of operation, on December 1, 2022, the IPG of the Dominican Republic was presented in a public event headed by the president of the country. The event had a broad impact in national media and represented an important milestone for accelerating the implementation of the IPG's Action Plan and the closing of economic gender gaps in the country.

Since October 2019, new members have joined the initiative as strategic allies. The Leadership Group remained the same, although some public-sector institutions that had to participate in the initiative to ensure compliance with actions established in the Action Plan were added, too. Thanks to IDB financing, the IPG also has a Technical Secretariat, which serves as the coordinator of the alliance. Table 19 presents the governance structure of the Dominican Republic IPG.

After four years of operation, on December 1, 2022, [the IPG of the Dominican Republic](#) was presented in a public event headed by the president of the country. The event had a broad impact in national media and represented an important milestone for accelerating the implementation of the IPG's Action Plan and the closing of economic gender gaps in the country.

TABLE 19. GOVERNANCE STRUCTURE OF IPG OF THE DOMINICAN REPUBLIC

LEADERSHIP GROUP		PARTNERS
PUBLIC SECTOR	PRIVATE SECTOR	
<p>Leadership Group (2018–23)</p> <ul style="list-style-type: none"> Vice Ministry of the Presidency and Ministry of Women <p>Members (2019–2022)</p> <ul style="list-style-type: none"> Ministry of the Presidency Ministry of Women Ministry of Labor Ministry of Higher Education and Technology Ministry of Education Ministry of Public Administration Ministry of Industry and Trade and MIPYMES Professional Technical Training Institute National Disability Council National Statistics Office 	<p>Leadership Group</p> <ul style="list-style-type: none"> Banco ADOPEM <p>Members (2019–2020)</p> <ul style="list-style-type: none"> Dominican Watchman BHD Grupo Punta Cana Presidenta Banco ADOPEM Headrick Barrick Gold Asociación Nacional de Empresas e Industrias Herrera Trade Chamber of Santiago/ ImYaque Association of Industries of the Dominican Republic (AIRD) Consortio Energético Punta Cana - Macao, S.A (CEPM) and Energas INICIA Educación Network Access Point Caribbean AMCHAMRD (joined in 2022) 	<p>INTER-AMERICAN DEVELOPMENT BANK (IDB)</p> <p>WORLD ECONOMIC FORUM (THE FORUM)</p> <p>FRENCH DEVELOPMENT BANK (AFD)</p>
<p>TECHNICAL GROUP</p> <p>One representative of each governmental institution and each company in the private sector</p>		
<p>STRATEGIC ALLIES</p> <ul style="list-style-type: none"> National Directorate of Public Procurement Community Technology Centers UN Women United Nations Development Programme International Labor Organization Fundación Reservas Ministry of the Youth National Directorate of Public Purchases and Procurement Association of Industries of the Dominican Republic (AIRD) National Institute for Comprehensive Care of Early Childhood (INAPEI) American Chamber of Commerce of the Dominican Republic (AMCHAMRD) National Council of Private Enterprise (CONEP) Association of Hotels and Tourism of the Dominican Republic.(ASONAHORES) Chamber of Commerce and Industry Franco-Dominican (CCIFD) 		
<p>TECHNICAL SECRETARIAT</p>		

Starting Context

The initial [diagnosis](#) carried out in 2019 by ENRED Panama S.A. showed that, although the Dominican Republic's economic growth was among the strongest in Latin America and the Caribbean, it was not an inclusive country.

In 2016, the rate of economic participation of women was still far below men's (47.4 percent and 69.2 percent respectively) and was among the lowest in the region, despite Dominican women's having higher educational attainment than men; in 2016, there were 1.8 women for each man at Dominican universities.

The main reasons women gave for being out of the labor market included household chores and care, which were primarily their responsibility. At the time of the diagnosis, women spent 3.5 times more time than men doing these kinds of tasks. The Dominican Republic was found to be among the countries in the region with the smallest proportion of men participating in housework and care.

In terms of wage gender gaps, the Dominican Republic had the second highest in the region, just after Paraguay.

Regarding women in decision-making positions, data indicated that, while they were present in middle and senior management (occupying, in fact, rather more than half of positions), their presence declined significantly, to only 21 percent, in the highest executive positions (CEOs, general managers, and the like). In the Dominican government, 87 percent of the 23 ministries and 66 percent of the vice ministries were led by men.³⁶

Action Plan

The [Action Plan](#) was developed in 2019 with the participation of the technical delegates and strategic allies, through workshops coordinated by ENRED and other local consulting firms. It included ten actions, among them developing leadership programs; promoting female entrepreneurship; carrying out a study on the factors behind gender wage gaps; improving the statistical system with a gender approach; and creating a toolkit for the effective inclusion of gender equality in the management systems of organizations.

³⁶ ENRED, 2019. [Caracterización del mercado laboral dominicano, barreras que enfrentan las mujeres en el mercado de trabajo y principales políticas y programas puestos en marcha para reducirlas.](#)

Achievements: 2018–22

- **Speeding Up of Policy and Legislative Reforms**

In 2020, the Action Plan of the IPG of the Dominican Republic was endorsed by the government and included in the presidential goals. That same year, with the advent of the COVID-19 pandemic, the IPG became a great driving force for teleworking in the country. Several studies and virtual seminars on the subject were carried out and special efforts made to disseminate the information. The IPG had an impact on the enacting of [Resolution 23/2020 of the Ministry of Labor](#) for regulating teleworking in the private sector. The resolution emphasized the right to digital disconnection that guarantees respect for rest periods, leaves of absence, and holidays to balance work and personal life.

On March 12, 2020, with the support of the Technical Secretariat of the IPG, a working team comprising the National Directorate of Public Procurement and Microsoft was created for the purpose of launching a remote work [pilot](#) project for the employees of Public Procurement. Developed within the framework of action No. 9 of the Action Plan, “Implementing teleworking systems in the public and private sector, addressing the equal participation of women and men,” the program was in place for two months, and 60.5 percent of the staff of Public Procurement participated in it. Its main achievement was the development of a remote assistance protocol for providing online services and minimizing in-person services by 99.9 percent. As a result, applications for the remote work pilot project were received through the transactional portal which increased from 12 percent to 97 percent, and 97.22 percent of them were processed within twenty-four hours. Technical assistance was provided completely by digital means.

Teleworking enabled the people working in Public Procurement to identify new ways of balancing work and family life. Moreover, the directorate saved approximately \$220,000 as a result of the implementation of teleworking.³⁷ The teleworking model has remained in place and, at this writing, is used by 17 percent of the 260 people who work in the directorate, in particular in the sectors of information technology, research, and claims.

Another achievement was the design of public policies oriented toward promoting more active participation by women in the labor market that resulted from discussions joined by the IPG’s members. These included the implementation of child care centers, the

³⁷ [IPG, Microsoft, and National Directorate of Public Procurement](#) (2020)

specialized programs of Banca Solidaria³⁸, or the normative that establishes a minimum percentage of Purchases and Procurement for women business.

The IPG also participated in the discussions and public impact processes that resulted in the adoption of [Decree 312-22](#) (dated June 14, 2022), which made more generous the leaves of absence granted to officials of the Dominican Public Administration for both maternity and paternity. Civil servants in the country now have one free day each month during the first twelve months following the birth of a baby for attending to child care needs.

In addition, the decree allows both fathers and mothers to request up to three leaves of absence of up to three days each year from the time a child is three months old until the child's fifth birthday to attend to any special situation related to their children. Additionally, the same Decree grants male public servants a 15-working-day leave of absence which may be requested to be taken completely or partially within the first three months after the birth of their children.

- **Dissemination and Sharing of Knowledge**

Among the two hundred discussions held for strengthening and coordinating the relationships among the different institutions participating in the IPG were several events that took place for the dissemination of the initiative's data and methodology of the IPG. They included technical sessions for public-private discussions on education; the economic guarantee and employability fund; the dialogue with the American Chamber of Commerce of the Dominican Republic on Más mujeres = mayor innovación y productividad (More women = More innovation and productivity) and one with the participation of the IPG's Leadership Group on promoting data collection and disaggregation by sex.

Thanks to the inclusion of the main chambers of commerce, the IPG of the Dominican Republic has been able to disseminate its methodology more widely and promote more public-private collaboration. Moreover, through its webpage, it has provided to interested entities some necessary tools for reducing gender gaps, such as the virtual tool of the International Labor Organization called [Family-Work Conciliation](#) and the [gender business tool WEP](#).

³⁸ Provides loans to small and medium-sized enterprises (SMEs).

- **Commitment of Companies to Gender Equality**

To date, fifty companies from the private sector have joined the IPG of the Dominican Republic and implemented programs for measuring and closing their gender gaps. In addition, the IPG has promoted the Sello Igualando (Equality Seal) as an exemplary model for companies that seek to close their gender gaps.

The IPG offers the first tools needed by companies that decide to progress by obtaining the Seal. The Seal has served as an incentive and model for other companies that are willing to move toward equality.

- **Advancement of Economic Recovery from a Gender Perspective**

To support the government and companies in overcoming the new challenges posed by the COVID-19 pandemic, the IPG disseminated a publication detailing its analysis and recommendations to the public and private sectors for a gender differentiating approach to actions that should be implemented to address the health crisis. (See [Differential Gender Factors in the COVID-19 Pandemic: Analysis and Recommendations for the Public and Private Sector of the Dominican Republic](#)).

3 Annex: Knowledge Generation and Exchange

This annex provides examples of national and international meetings and forums organized within the framework of the IPG, as well as a list of publications, articles, newsletters, and multimedia products generated by IPG in Latin America.

TABLE 20 EXAMPLES OF MEETINGS AND NATIONAL AND GLOBAL FORUMS

GEOGRAPHICAL SCOPE	EVENT, DATE AND PLACE	ORGANIZERS	GOAL	COMMENTS
GLOBAL	Annual World Economic Forum Meeting (the Forum). A specific session about IPG in LATAM. January 2023, Davos, Switzerland.	The Forum, IDB	Share progress, future actions, and commitments of the IPG was held.	The event was attended by the Bank's president, top Forum authorities, Ministers of Finance and Economy Production, Foreign Trade, Investment and Fishery of Ecuador, the minister of Women and the minister of Investment of Honduras, and the CFO of Ecopetrol in Colombia.
GLOBAL	Lupa de género webinar in the region: What Does the Gender Gap Report about LATAM and the Caribbean? October 25, 2022	The Forum, IDB	Discuss the historical evolution of gender gaps in Latin America and the Caribbean, based on The Forum's Global Gender Gap Index.	Attended by Forum and IDB specialists.

GEOGRAPHICAL SCOPE	EVENT, DATE AND PLACE	ORGANIZERS	GOAL	COMMENTS
GLOBAL	<p>Global Network of Learnings of the IPG.</p> <p>Webinars. Demystifying COVID-19: A virus that does not affect everyone equally (April and May, 2020).</p> <p>Good practices exchange between LATAM and other countries IPG globally (June and October, 2020).</p>	The Forum, IDB	Share good practices and lessons learned on measures adopted to mitigate the effects of COVID-19 on women's participation in the workforce.	Attended by government representatives and private sector leaders of countries with IPG in LATAM and worldwide.
GLOBAL	<p>Economic recovery with a focus on gender, diversity and inclusion.</p> <ol style="list-style-type: none"> I. Financial sector businesses (October 7, 2021) II. Financial sector session (February 23, 2022) III. Financial sector session (May 4, 2022) 	IDB, IDB Invest	Promote actions from the private sector for an inclusive and sustainable reactivation with a gender approach, coordinating efforts with the public sector in the context of Gender Parity Accelerators (IPG).	Each webinar was attended by over 200 people virtually, IPG leaders of private and public sector companies, clients of IDB Invest, and external audience.
GLOBAL	<p>Regional Dialogue of IDB policy: Reimagine, reconfigure and recover jobs with a gender approach. November 2020, virtual.</p>	IDB	State the vision and resources of the IDB to help businesses and governments to solve the job crisis as a result of the COVID-19 pandemic, and learn about what is being done in different countries in the region in order to achieve economic recovery with a gender gaps.	IPG were introduced in the Regional Dialogue of Policies, organized by the IDB, to highlight the policies and practices implemented by the public and private sector through the initiatives in order to close economic gender gaps.
GLOBAL	<p>Revitalizing the region's economy through care systems. And work-life balance policies. July 2021, virtual.</p>	IPG's Regional Network. In collaboration with RedCUIDAR+, the AFD and Eurosocial.	Identify specific actions that may be promoted by IPG to "Recognize, redistribute and reduce care work" and recover and enhance women's participation in the labor force.	Over 70 members of the Technical Teams, Strategic Allies Teams, and technical secretariats of LATAM IPG.

GEOGRAPHICAL SCOPE	EVENT, DATE AND PLACE	ORGANIZERS	GOAL	COMMENTS
GLOBAL	Equity needs everyone: The role of men in gender equity and inclusion. February, 2022, event via LinkedIn Live .	IDB Invest, Promundo, Mercer	Share good practices and findings of the research, The role of men in gender equity and inclusion?	Over 75 participants enrolled for the event. Since its publication, the video recording of the event has been visited nearly 300 times. The conclusions were also shared in the article The role of men in gender equality and inclusion , published in the IDB blog.
GLOBAL	Strategic alliances in the care sector: the role of businesses for achieving work-life balance. Side event as part of the 15th Regional Women's Conference in Latin America and the Caribbean. November, 2022, Buenos Aires, Argentina.	IPG of Panama, Costa Rica and Colombia, Ministry of Social Development, UN Women, IDB	Increase awareness on the work of the IPG in connection to the shared responsibility of the private sector, on issues related to care.	During the meeting, information capsules were presented about the work in connection to care developed by the IPG of Colombia, Costa Rica and Panama.
COSTA RICA	TEDxLlorente 2021 and 2022	IPG of Costa Rica, Ideas en Acción and Voces Vitales	Create an incubator for ideas that challenge prejudices, encourage dialogue and connections and generate new perspectives on female empowerment and leadership.	In the 2022 edition, this event reached over 600 people, both in person (140) and virtually (460). The meeting became a privileged space to acknowledge the relevance of female leadership and the work carried out by the IPG.

GEOGRAPHICAL SCOPE	EVENT, DATE AND PLACE	ORGANIZERS	GOAL	COMMENTS
UNITED STATES	First international women's meeting of companies. December, 2022, Embassy of Ecuador in Washington D.C., USA	IDB	Showcase the work of the IPG and of the IDB in Ecuador and encourage the inclusion of businesses to the Accelerator.	Attended by more than 30 Ecuadorian companies actively working to incorporate a gender approach in how they address issues around productivity and the economic recovery of the country. After the meeting, the companies expressed their interest in joining the IPG of Ecuador and supporting the implementation of the Action Plan agreed with the Leadership Team.

TABLE 21. EXAMPLES OF IPG PUBLICATIONS, ARTICLES,
NEWSLETTERS, AND MULTIMEDIA

CONTEXT	PUBLICATION	TITLE	GOAL
REGIONAL	REPORT	La igualdad necesita de todos. El rol de los hombres en la equidad, diversidad e inclusión. 2021.	Raises awareness on the ways in which men can contribute to equality, as well as the actions that can be developed by the private sector to turn them into allies for women's empowerment.
	REPORT	A road map to enhance female leadership in Latin America and the Caribbean. 2021.	Offers a step-by-step guide to developing, organizing, and implementing a female leadership program within an organization, in addition to offering practical advice and suggestions on other actions to support gender equality in the working environment.
	ARTICLE	2023 Global Gender Gap Report: Más mujeres lideran en América Latina, pero se necesita avanzar más. Forum / IDB, September 2023.	The articles analyze the historical evolution of gender gaps in Latin America and the Caribbean, based on the Forum's Global Gender Gap Index.
	ARTICLE	25 años después de Beijing: ¿qué están haciendo los países de ALC para cerrar las brechas económicas de género? IDB Blog ¿Y si hablamos de igualdad? January 31, 2020.	Describes the actions of the IPG in LATAM to close economic gender gaps.
	ARTICLE	Las mujeres al centro de la acción público-privada. IDB Blog ¿Y si hablamos de igualdad? March 16, 2021.	Identifies emergency measures implemented by companies to mitigate the negative effects of COVID-19 and the role the IDB and IPG have played in promoting the economic recovery of the region.
	ARTICLE	En América Latina, las colaboraciones público-privadas apoyan una recuperación con inclusión de género. The Forum and IDB Invest. June 23, 2022.	Discusses the impact of COVID-19 on gender gaps and how public-private collaborations may drive a sustainable and inclusive recovery for the region.
	ARTICLE	El imperativo de la igualdad de género en la empresa. El País. March 20, 2018.	Lists the benefits for companies of fighting against gender gaps and the work of the IDB through IPG to accelerate the progress.

CONTEXT	PUBLICATION	TITLE	GOAL
ARGENTINA	REPORT	Informe de diagnóstico de las organizaciones del sector de agua y saneamiento adheridas a la IPG Argentina . 2021.	Discusses the organizations in the water and sanitation sector that are part of the IPG of Argentina and have finalized the self-diagnosis and measurement stage of the gender gaps in their respective structures.
	VIDEO	Cerremos la brecha .	Raises awareness on the importance of free time and the work-personal equilibrium for gender equality.
CHILE	REPORT	IPG Report - 4 años de avance sostenido en el cierre de brechas de género . 2020.	Final report on the first phase of the IPG of Chile, showing the achievements, progress, and pending issues following four years of work by the IPG under the Executive Secretariat of ComunidadMujer in 2016–20.
	NEWSLETTER	IPG Chile, un acelerador para el cierre de las brechas de género . Serie Comunidad Mujer. Newsletter No. 45. February. 2019	Discusses the answers on the Survey of Self-Diagnosis for 98 member companies, characterizing them mainly in terms of women's representation among all workers, in top-tier positions, and in relationship to the salary gender gap.
	REPORT	50+ Empresas agentes de cambio . 2020.	Shows the progress of 54 IPG companies that responded to the challenge of gender equality, reaffirmed the commitment of the IPG of Chile, and progressed from "words to deeds."
	REPORT	Comunidad IPG Chile frente al COVID-19: Intercambio de mejores Prácticas con enfoque de género. 2020.	Shows the results of a survey of 38 IPG companies to collect the measures the companies are implementing to face the challenges and contributes to the debate on the importance of implementing organizational management with a gender perspective in times of crisis.
	BLOG	IPG of Chile's blog.	Articles that report and discuss the current news on gender, good practices in companies for the closing of gaps, and other topics of interest.

CONTEXT	PUBLICATION	TITLE	GOAL
COLOMBIA	REPORT	La IPG Colombia frente al COVID-19. Explorando los impactos de género para saber dónde actuar.	Analyzes the consequences of the crisis for women and offers recommendations for the private sector to mitigate the impact of the emergency on its workers, with a focus on women.
	REPORT	La ampliación de la licencia de paternidad en Colombia: Análisis costo beneficio y de impacto fiscal. 2020.	Analyzes the costs, benefits, and fiscal impact of paternity leaves.
	NEWSLETTER	IPG Colombia. Avanzando la igualdad de género para una comunidad empresarial más productiva	Provides information on the IPG of Colombia and the benefits for companies that join it.
COSTA RICA	REPORT	The IPG of Costa Rica's answer to COVID-19. Impacts of the crisis on women and potential solutions.	A technical note describing the differential impact of COVID-19 in women's employment and life that was fundamental for the government in prioritizing actions to face the emergency, as well as select strategic actions from the IPG's Action Plan.
PANAMA	REPORT	IPG Panamá: Propuesta de medidas para la reactivación económica con enfoque de género. 2020	Identifies four differential factors that need to be considered as a result of COVID-19 in Panama and suggests possible measures to counteract them.
	REPORT	Buenas prácticas empresariales para promover la igualdad de género. Impactos del Covid-19 y medidas implementadas. 2020.	Analyzes the results of a survey of 53 Panama companies of different industries and sizes on labor practices in terms of gender equality that they have implemented as an answer to COVID-19.
	REPORT	La IPG Panamá ante el COVID-19: Explorando los impactos de género para saber dónde actuar. 2020	Analyzes the differential impacts of the COVID-19 crisis on the lives of men and women and offers recommendations for the public and private sectors.
	PODCAST	IPG Podcast. Panama	Analyzes and discusses studies, good practices, experiences, and tips for closing gender gaps in companies.

CONTEXT	PUBLICATION	TITLE	GOAL
DOMINICAN REPUBLIC	REPORT	Factores diferenciales de género en la pandemia COVID-19. Análisis y recomendaciones para el sector público y privado de la República Dominicana.	Discusses and offers recommendations with a gender differentiating approach of the actions that can be implemented by the public and private sectors to address the health crisis.
	REPORT	Teletrabajo en República Dominicana. Quién dijo imposible? Report line 9.2 Pilot plan for telework in the National Directorate of Public Procurement of the Dominican Republic. August, 2020.	Shows the achievements of the pilot plan on teleworking developed by the National Directorate of Public Procurement and Microsoft, including the methodology, the results, social activities, and the next steps.

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