

IDB Gender Mainstreaming Action Plan

March 2003 - June 2005



Inter-American Development Bank

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Prepared by SDS/WID
in collaboration with the IDB Gender Network

Inter-American Development Bank

Sustainable Development Department
Women in Development Unit

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Foreword

Since the approval of the IDB's Women in Development Policy in 1987, the Bank has made significant advances incorporating a gender perspective into the design of its operations and including women as participants and beneficiaries in the programs and projects it supports.

This Gender Mainstreaming Action Plan seeks to reactivate efforts and generate new energy around the advances achieved to date. The Plan builds on accumulated experience indicating that promoting gender equality and investing in women's capabilities are fundamental for improving the impact of development interventions in Latin America and the Caribbean. Investing in women - in their access to information, resources, opportunities and spheres of political decision-making - contributes to poverty reduction, economic growth and good governance at the local and national levels.

The Action Plan brings together the commitments of all operations divisions and relevant departments of the Bank in the development of actions that aim to improve equality between men and women. The likelihood of success implementing this Plan is high because it represents a collaborative agreement and shared commitment between different members of the institution, including the high levels of the Administration, professional staff and assistants involved in the design, supervision, monitoring and evaluation of operations supported by the Bank.

Gabriela Vega
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Introduction

Indicators of women's access to education, health, economic resources and political participation have risen rapidly in some Latin American and Caribbean countries over the past ten years. Nonetheless, gender gaps remain widespread and in many other countries of the region, indicators continue to lag far behind those reported by developed nations. Even within countries where improvements have been recorded, significant disparities exist between women at different income levels, between women in rural and urban areas and between women of different ethnicity or race.

Achieving gender equality and strengthening women's capabilities help support economic, social and political development in the region. These factors are critical for improving the overall well-being of children, women and men. Empowering women with equal access to information, resources, opportunities and political voice accelerates economic growth, contributes to poverty reduction and improves the governance of local and national institutions.

The IDB has taken significant steps over the past decade to promote gender equity and improve women's status throughout the region. The *Operating Policy on Women in Development (OP-761, 1987)* first established the institution's commitment to addressing the needs and priorities of women in its member countries. This has been further strengthened through the adoption of a number of other strategies, highlighting key areas where gender issues play a major role in reducing poverty, and promoting social equity and sustainable economic growth. Most recently, the IDB has reconfirmed its commitment to addressing gender issues through many of its new institutional strategies and its support for the Millennium Development Goals (see Annex 2 for more details). In addition, a number of advances have been made within the IDB to raise awareness of gender issues among staff and management, and to strengthen capacity to address gender as a crosscutting issue in both lending and non-lending activities, particularly in social sector and poverty-targeted operations.

Though the treatment of gender issues has increased significantly and institutional ownership of gender equity goals has grown, there is consensus that the mainstreaming of gender into the Bank's work still faces many challenges. These challenges include the need to (i) expand attention to gender beyond the social sectors into other areas of Bank lending, (ii) bring institutional learning to bear more consistently in areas where learning has already occurred, (iii) improve the monitoring and tracking of efforts to integrate a gender focus into operations, and (iv) evaluate the effectiveness and impacts of development interventions for women. This Action Plan aims to directly respond to these challenges.

Action Plan Preparatory Process

In 2001, the Women in Development Unit of the Sustainable Development Department (SDS/WID) commissioned an assessment of the IDB's support for women in development (WID) and gender issues, and the overall progress in gender mainstreaming (Lycette, 2001)¹, which included consultation with approximately 40 IDB staff and managers. Following on to some of the findings of this assessment, the IDB's External Advisory Council on WID specifically called on the Bank to prepare a WID/Gender Action Plan, with specific targets to monitor advances in

¹ Lycette, Margaret, "Impact of the Norwegian Fund for Women in Development and Gender Mainstreaming at the IDB," October 2001.

gender mainstreaming Bank-wide. To that end, SDS/WID initiated a consultative preparatory process in June 2002. This process has included the following steps:

- consultation meetings with all division chiefs from the Regional Operational Departments;
- consultation with management and staff from key central divisions/departments and the Executive Vice President (EVP);
- establishment of gender focal points across departments and country offices;
- interdepartmental working group meetings;
- consultation with country offices;
- review of draft institutional strategies and action plans; and
- approval by the Coordination Committee.

The specific observations and recommendations coming out of this process of consultation form the basis of the Action Plan described below.

Objectives and Description

The Gender Mainstreaming Action Plan aims to facilitate greater attention to gender as a cross-cutting issue in all areas of Bank activity. The Action Plan builds on progress made to date, including both on-going and new activities that support gender mainstreaming. It prioritizes the following action areas:

- incorporating gender analysis and actions throughout the IDB project cycle;
- improving the availability and quality of technical support and analysis for gender mainstreaming;
- mainstreaming WID/gender flagship themes and integrating gender into new areas of Bank innovation; and
- strengthening the institutional mechanisms for creating accountability, achieving and monitoring results.

The Action Plan necessitates a highly collaborative process, with complementary efforts and coordination between management and staff of all departments and country offices. It also recognizes the importance of increasing awareness of and support for gender mainstreaming from the Bank's governmental and nongovernmental counterparts in member countries. The Action Plan also aims to create synergies and prioritize the areas of action presented in the series of new institutional strategies and action plans (to be approved in early 2003).

The implementation of this Action Plan will be monitored by SDS/WID in collaboration with the inter-departmental gender network. This will include a mid-term review that will be submitted to the Executive Vice President's office, and a final review that will be submitted to the Board of Directors for information. This process will be facilitated through the development of a more specific list of activities and timetables in the different action areas upon approval of the Action Plan. The final assessment will serve as an input for the subsequent Gender Action Plan.

Incorporating Gender Throughout the Project Cycle

The needs assessment and consultation within the IDB recommended that gender issues should be identified further “upstream” in the project cycle in order to advance gender mainstreaming in Bank operations. This process should begin with the identification of priorities during the country programming dialogue and strategy development, and be sustained to ensure that the gender focus is maintained during project execution and in the evaluation of development results and effectiveness.

Country Programming and Strategies

The 2002 Country Paper (CP) guidelines (IDB, GN-2020-4) specifically state that all CPs should highlight “how the proposed activities would contribute to social development and poverty reduction, including due attention to issues of gender, social exclusion and marginalization” (par. 3.22). The programming and strategy development process provides several opportunities for identifying priority gender issues. First, the initial consultation with governmental authorities should more consistently include national women’s machineries and other governmental actors working on gender issues within the country. The guidelines specifically call for more “systematic efforts to undertake consultations with other stakeholders including civil society groups.” It is essential to incorporate women from different stakeholder groups as well as specific women’s organizations to ensure that their perspectives and priorities are taken into consideration during strategy development. The economic/social analyses and sector-specific diagnostic studies provide another important opportunity for compiling and assessing relevant gender-specific information and data disaggregated by sex (and other social variables) to further inform the identification of strategic priorities.

- ✓ **In keeping with the CP Guidelines, gender issues should be more consistently raised and addressed in new country strategies developed during the Action Plan period.**
- ✓ **In addition, the Action Plan proposes that special attention and resources be dedicated to more fully mainstream gender into at least one country strategy in each region per year (in an effort to begin to develop good practices in this area).**

Project Preparation

A priority commitment of this Action Plan is to increase the focus on gender issues in the design of new operations, including the incorporation of significant attention to gender issues in their background analyses and stakeholder consultation, project components, logical frameworks and operating regulations/manuals. The process of preparation is also important for creating awareness and ownership of the issues by a wide range of actors involved in project execution, including country offices and national counterpart teams.

The needs assessment and staff consultation acknowledged the importance of sustaining and expanding upon the advances made in incorporating gender in operations prepared by the social divisions and SDS/MSM. Even greater emphasis was placed on increasing the level of attention to gender in the operations of the environment and natural resources management, state and civil society, and finance and infrastructure divisions.

- ✓ **Each operational division and SDS/MSM will prepare a list of priority projects in their pipelines for addressing gender issues annually during the action plan period.**
- ✓ **In addition, a minimum of one to two of the priority projects will be identified per year by each operational division in which specific attention will be dedicated to more fully mainstream gender into the operation (in an effort to develop good practices in design).**
- ✓ **The priority projects will include relevant gender-sensitive performance and results indicators in their logical frameworks and a gender focus in their operating manuals.**
- ✓ **SDS/WID, in collaboration with the gender focal point network, will document and disseminate good examples of incorporating gender into at least 2 of the priority operations per region.**

In addition, compliance with the IDB's WID policy will be included among the standards that will be applied in the "quality-at-entry" exercises coordinated by the EVP's office to assess the quality of projects approved in 2003 and 2004.

Project Execution and Monitoring

While attention has been given to the integration of gender issues during project *preparation*, little information has been compiled on the successes and challenges of *implementing* gender-specific components and activities. Although there are progressively more good examples emerging from the field, there continues to be a significant design/execution gap related to gender integration. In order to improve project performance and effectiveness in this area, it is important to include (i) greater attention to gender in logical frameworks, Project Performance and Monitoring Reports (PPMRs) and other reporting mechanisms; (ii) specific supervision by IDB specialists of relevant elements of the project design; (iii) collaboration with executing agencies to ensure sustained commitment to the issue; and (iv) documentation of projects that successfully maintain a gender focus. It is also important to identify the factors that contribute to or inhibit the successful execution of gender components, and to provide recommendations for improving project execution and applying lessons to the design of future projects.

Preliminary reviews of the execution of projects well designed from a gender perspective (OVE, 1996; SDS/WID, 2000 and 2001) ² suggest that there are several elements that can positively contribute to maintaining a gender focus in project execution. These include:

- Increased attention to gender issues/gender-specific criteria in loan agreements and operational instruments, including operational manuals, guides and field instruments.
- Responsibility for gender clearly assigned to one or more professionals with sufficient institutional support within the executing unit.
- Inclusion of specific resources in the budget for required training, technical assistance and/or studies to support gender-specific actions.
- Gender-sensitive indicators and benchmarks for monitoring and evaluating results that have been agreed upon between the IDB and national counterparts.
- IDB country office specialists actively following up on the gender aspects of the project and requesting the inclusion of gender-specific information in progress reports.

² Office of Evaluation and Oversight, "Women in Development Policy in the Inter-American Development Bank: An Evolving Perspective in Policy Relevance and Implementation," Report of Evaluation RE-216, November 1996.

Majgaard, K, A. Urban and G. Nakata, "Gender in Project Execution: Good Practices and Lessons Learned, Phase 1," SDS/WID Draft Working Document, April 2000.

Goransson, G and C. Wennerholm, "Integrating Gender Issues into IDB Project Execution, Phase 2," Final Consultant Report, March 2002.

This Action Plan encourages project design teams and country office specialists to give greater priority to the elements listed above. In addition, it also prioritizes some specific activities that are intended to support the development of Bank experience in this area. These initial steps will help to form the basis for further work in this stage of the project cycle during the next Action Plan period:

- ✓ **A minimum of two projects with gender sensitive designs (both social and non-social sector) will be identified each year and closely supervised by country offices and headquarters specialists to assess gender integration during project execution.**
- ✓ **A pilot initiative will be implemented to support the incorporation of gender and social inclusion within a country office and in IDB-funded projects in execution. The lessons learned from this experience will be documented and disseminated.**
- ✓ **A good example of gender mainstreaming will be highlighted in the Bank's 2004 Annual Report on Portfolio Performance and Results (ARPRE) (the example will be prepared by SDS/WID in coordination with ROS).**
- ✓ **A reference to gender issues will be included, as relevant, in the user guide for IDB Project Performance and Monitoring Reports (PPMRs).**

Evaluation

Overall, Bank departments and external constituents agree on the importance of (i) evaluating gender-specific results and the effectiveness of development interventions for improving women's socioeconomic status and overall empowerment, and (ii) improving the assessment of gender mainstreaming in Bank-funded operations.

First, during this Action Plan an interdepartmental working group will revise or replace, depending on the results of their assessment, the formerly used WID classification system with a mechanism that better captures advances in mainstreaming gender in project design. In addition, SDS/WID, in collaboration with the interdepartmental gender network, will carry out a mid-term and final evaluation of the progress made meeting the targets established in this Action Plan.

At the level of specific operations, gender-specific output and outcome indicators can contribute to the evaluation of the effectiveness and equity of development interventions. They also help to identify persistent gender gaps and the priority needs of target population groups (men and women from different socioeconomic and ethnic groups). This information is imperative for the design and implementation of future operations that more effectively mainstream gender and address women's needs. Therefore, operational departments and country offices will include gender criteria in a greater number of the terms of reference for the mid-term and final evaluations that they support, as well as the initiatives that will support the establishment of program-specific baselines against which progress will be measured. In addition, the pipeline of OVE-supported evaluations provides an important opportunity for compiling and analyzing gender-specific impact data.

- ✓ **An inter-departmental working group will revise the criteria for assessing gender mainstreaming in project design.**
- ✓ **Operational divisions and country offices will increase the level of focus on gender in Bank-supported mid-term and final evaluations and the development of baseline indicators and data (with emphasis on those that are planned to support the design of the "priority projects" for gender mainstreaming in the pipeline).**

- ✓ **A reference to gender issues will be included, as relevant, in the user guide for IDB Project Completion Reports.**
- ✓ **OVE and Management will identify at least three evaluations that will include a focus on the gender-specific impacts of country programs or sectoral interventions.**

Technical Support

In order to facilitate the increased mainstreaming of gender throughout the project cycle and meet the commitments laid out in this Action Plan, it also contains a series of technical support activities.

Project Support

The needs assessment and internal consultation reinforced the need for greater access to gender expertise in operations, practical technical tools linked to the project cycle, country and sector-specific information and data, as well as examples of good practices and gender-sensitive indicators.

SDS/WID will continue to provide support to the Regional Operational Departments and SDS/MSM to incorporate gender into country papers and operations via periodic participation in project teams, peer review, debriefings, CRGs, preparing terms of reference or identifying consultants. Priority will be given to providing support that will help facilitate the achievement of specific Action Plan commitments. In addition, the Action Plan also highlights the need to position more gender experts in operational departments and country offices in order to better support the mainstreaming of gender in project design and execution in both social and non-social sector lending and technical cooperation programs. The Social Division in RE2 has contracted one gender specialist whose terms of reference prioritize supporting gender mainstreaming in the social division and other Region 2 divisions. Other mechanisms will be sought during this Action Plan period to support the positioning of additional gender specialists in other departments.

The Action Plan includes the following activities that were prioritized by staff and management to support project development. SDS/WID will coordinate these efforts with the gender network and other key actors within the Bank:

- ✓ **The development of technical notes for incorporating gender into project design, execution, monitoring and evaluation (at least 5 during this Action Plan period).**
- ✓ **The initiation of a database with international and national gender consultants with expertise in social and non-social sectors.**
- ✓ **The establishment and dissemination of a project database on good gender project design.**

In addition, the mainstreaming component in the PROLEAD program, “Women Leaders Towards Good Governance in Latin America,” includes:

- ✓ **A pilot initiative that will provide technical support for the incorporation of women’s leadership and gender issues in a small number of governance and modernization of the state programs.**

Additional funds to provide technical support for gender mainstreaming into the design, execution and evaluation of IDB-financed operations will be sought during the first year of this Action Plan.

Research and Analysis

Another priority emphasized by country divisions as well as the Poverty and Social Development Strategies is the need to increase access to country-specific data and information on gender issues, including a focus on the Millennium Development Goals and other country programming priorities.

- ✓ **SDS/WID will collaborate with country divisions, RES and country offices to prepare data sheets or issue briefs and will disseminate the new GENDERLAC database for use by Bank staff and interested users outside the Bank.**
- ✓ **RES will continue to make gender-specific information and sex-disaggregated data available to project teams through their Social Information Service.**
- ✓ **The MDG initiative being led by SDS will include an assessment of the feasibility of achieving the MDGs related to gender equality.**

During the Action Plan, several other research initiatives will be carried out that will directly support priority areas within the MDGs, the Social Development and the Competitiveness Strategies. These will include:

- ✓ **Studies on girl's education, and women's economic opportunities and labor force participation.**
- ✓ **A chapter on women's labor force participation and unemployment in the 2003 IDB Report on Economic and Social Progress (RES).**

Areas of Innovation/New Initiatives

During the Action Plan, emphasis will be placed on increasing the mainstreaming of WID/gender flagship themes into the IDB portfolio, and integrating gender into the new areas of Bank innovation.

Flagship Themes

First, the Bank will increase the mainstreaming of domestic violence issues into sector loans, with emphasis on citizen security, education and urban development. The PROLEAD program will increase its support for gender mainstreaming while also expanding its small grants program to support women's leadership in the Andean region. The IDB will also increase its attention to reproductive health care issues in health sector reform programs, support activities that will contribute to achieving the MDG on maternal mortality, and incorporate a focus on gender in the Bank's initiatives to combat HIV/AIDS. Priority issues for women in the labor market will be addressed in the new Bank operations in this area and in the research initiatives mentioned above (see section on research and analysis). There will also be preliminary work carried out in a new area of action; namely, gender in information and communication technologies. In sum,

- ✓ **Operational departments, SDS/SOC and SDS/WID will continue their efforts to mainstream issues of domestic violence prevention, women's leadership and reproductive health into IDB operations.**
- ✓ **The Bank's new HIV/AIDS operational guidelines will include a gender focus.**
- ✓ **SDS/ICT and SDS/WID will prepare a technical paper that will highlight the main areas in which ICT can enhance the socioeconomic situation and political empowerment of women in Latin America and the Caribbean.**

Social Inclusion and Participation Initiatives

Gender is one of the crosscutting themes present in the IDB's new initiatives in the areas of social inclusion and civil society participation. The Social Development Strategy mainstreams a focus on gender issues across all of its areas of action, and the Modernization of the State Strategy reinforces the need to further strengthen women's participation and representation in the region. This Action Plan will help to support and sustain an explicit focus on gender during the implementation of these strategies as well as the Action Plan for Social Inclusion.

The Bank will carry out a series of actions to follow-up on the recommendations coming out of the strategies listed above, as well as the *Summit of Indigenous Women of the Americas* held in Oaxaca, Mexico in October 2002.

- ✓ **Operational departments and country offices will incorporate a focus on the priority needs of indigenous and afro-latin women in operations that aim to benefit those population groups.**
- ✓ **In addition, the Women's Leadership Program (PROLEAD) will continue to promote indigenous women's participation and leadership through its grants and mainstreaming initiatives.**
- ✓ **A specific focus on gender will be incorporated into the Strategic Framework for Indigenous Peoples that will be prepared in 2003.**

Over the past several years, the IDB country offices in most member countries have established *Consejos asesores de la sociedad civil* (CASC). These can be important mechanisms for ensuring greater coordination and consultation with women leaders and women's organization, and increasing the IDB's access to information about priority gender issues from the perspective of civil society. During this Action Plan, efforts will be made to increase the level of participation of women in these forums.

In addition, SDS/SGC will work with the Inter-Departmental Working Group on Participation and Civil Society (GIPSC) to design the forthcoming participation guidelines with a focus on gender so as to mainstream both issues into the Bank's operations. Mainstreaming initiatives will include placing emphasis on incorporating women as key stakeholders and ensuring that women's organizations and those dedicated to women's issues are taken into consideration during project design, execution, monitoring and evaluation. Capacity building exercises on participatory methodologies and practices will include specific resources to empower women.

Institutional Mechanisms

Fulfillment of the specific actions in this plan and the broader goals for addressing gender issues established in the Bank's strategies and WID policy depends on shared responsibility and commitment throughout the Bank. A priority of the Action Plan is to revitalize and strengthen the institutional mechanisms for mainstreaming gender.

Internal Review Processes

It is widely recognized that high-level support (EVP, Board of Directors) as well as attention to gender by division chiefs and country office representatives are important incentives for gender mainstreaming. Consistent inclusion of gender issues within division level review processes and the Loan Committee were both identified as being critical for achieving this goal. This Action Plan encourages IDB management to include a focus on gender issues with greater frequency during project preparation and approval processes. The CESI will continue to raise gender considerations with project design teams, and strive to raise gender issues in a greater number of non-social sector projects.

Positive Recognition

Special attention will be placed on formally recognizing staff efforts to mainstream gender into operations. In 2004, SDS/WID will coordinate the preparation of the third brochure highlighting best gender project designs and grant the third WID/gender "best project award" in collaboration with the social inclusion award. Examples of efforts to maintain a focus on gender during project execution will also be sought.

In addition, the Action Plan encourages supervisors to support the inclusion of specific recognition for staff work in the area of gender mainstreaming in annual IPPR reviews.

Gender Network within the Bank

During the Action Plan preparation process, a network of gender focal points was formalized throughout the Bank, including central and operational departments and country offices. The network is comprised of gender specialists and focal points in operational divisions, country offices and central departments, including SDS, EVP, HRD/LRN, INT, OVE, RES, and ROS. The inclusion of social and non-social sector specialists within this network is considered essential for facilitating greater gender mainstreaming across sectors.

SDS/WID will facilitate the coordination of the network, including regular communication (at least once per trimester via internet) on new initiatives, gender research/information, technical tools, and good examples within the Bank mainstreaming gender into project design, execution and evaluation. The network will participate actively in facilitating actions within their divisions/offices related to the implementation of the Action Plan and gathering information on advances meeting its specific targets.

Capacity Building

The needs assessment and consultative process within the Bank clearly established that there are many specialists and managers within the IDB that have a high level of awareness of and interest

in gender mainstreaming. A growing number have also acquired practical experience addressing gender within operations. Nonetheless, there are still many individuals that do not have sufficient operational know-how, especially within the non-social sectors, or who face challenges in consistently applying their knowledge. There is broad consensus that a need exists for sector-specific learning events at headquarters and for country offices, and institutional strengthening for executing agencies.

Internal

SDS/WID, in coordination with LRN, SDS/SOC and other actors within the gender and social inclusion networks, will participate in the preparation of a gender and social inclusion learning plan. The two-year plan will include the following:

- ✓ **“Brown bag” learning events on gender issues in priority sectors (with an operational focus.)**
- ✓ **Pilot gender and social inclusion workshop for project teams and country coordinators at headquarters and in the field.**
- ✓ **Including gender issues in strategic LRN events.**
- ✓ **Providing information to “gender focal points” to support efforts in their divisions/country offices.**

External

Gender mainstreaming in project design and execution is often hindered by the limited support and technical capacity within governmental and other executing agencies. It is, therefore, essential to continue to provide support for training in member countries. This will be supported through:

- ✓ **Dissemination of SDS/WID gender training manual for use within the region.**
- ✓ **Preparation of English version of the training manual, and conducting of a training of trainers in the region.**
- ✓ **Identifying opportunities to increase the level of attention to gender in IDB-sponsored training for policymakers and executing agencies.**

To facilitate access to capacity building initiatives in specific member countries, it will also be important for project teams to seek opportunities for including resources for gender training in the institutional strengthening components of sector loans or modernization of the state operations. Additional efforts should also be made to strengthen women’s institutes and/or ministries in member countries by actively involving them in gender training efforts, making more information available on the IDB pipeline, and helping to facilitate their participation at different stages of the project cycle.

The dissemination of the technical notes series described above to executing agencies or the organization of participatory workshops with local counterparts and stakeholders who work directly on gender issues can help facilitate further learning and mutual understanding. IDB specialists can utilize such tools to sensitize counterparts during project preparation and/or execution. Finally, project-launching missions provide an important opportunity for raising awareness or reaching consensus on the gender-specific elements of operations, and expected results.

Human Resources

A more equitable workplace can also contribute to mainstreaming gender issues in operations and establish greater coherence between operational and human resource policies within the IDB. The Human Resources Department is conducting an internal diversity census that includes gender as one of the variables of analysis. Efforts will be made to incorporate the gender-relevant findings from the census into new HR initiatives.

Budgetary Considerations

Several of the recommendations and commitments included in this Plan can be readily incorporated into the current business plans of the responsible divisions or units because they have already been taken into account or form part of on-going activities, or because of the flexibility that exists within their administrative budgets. It is also recommended that all departments integrate specific actions associated with the implementation of the Action Plan into their 2004 and 2005 business plans.

The Bank shall also explore other funding sources for the recommendations in the plan that require additional funds, particularly those associated with technical support and training.

Annex 1

Summary of Proposed Actions and Targets³

IDB Operations - Project Cycle

Proposed Action Areas	Primary Responsibility	Proposed Actions/Results
Country Programming/ Strategies	Country Divisions in RE1, RE2 and RE3	<ul style="list-style-type: none"> • Increased attention to gender issues in country strategies in accordance with 2002 CP Guidelines (including consultation with national women's bureaus and civil society). <u>Target:</u> Integration of gender focus in 1 country strategy preparatory process and country paper per region, <i>per year</i>.
Project Preparation	RE1, RE2, RE3 & SDS/MSM	<ul style="list-style-type: none"> • Annual priorities established for gender mainstreaming in the project pipeline (<i>1st sem., 2003; 1st quarter, 2004 & 2005</i>). • Special effort to more fully incorporate gender focus into 1-2 operations per operational division <i>annually</i>. • Increased inclusion of gender-sensitive performance and results indicators in project logical frameworks.
	SDS/WID and gender network	<ul style="list-style-type: none"> • Dissemination of information on good examples incorporating WID/gender into project design. <u>Target:</u> Minimum of 2 per region (<i>1st sem. 2004 & 1st sem. 2005</i>)
	EVP	<ul style="list-style-type: none"> • Inclusion of attention to gender issues among the criteria for the quality-at-entry exercise to assess project approved in 2003 and 2004.
Project Execution and Monitoring	COF/CHO, RE2 SDS/WID	<ul style="list-style-type: none"> • Pilot initiative to integrate gender and social inclusion in the IDB portfolio in one country office implemented (<i>2003-2005</i>) and lessons learned disseminated (<i>1st sem. 2005</i>).
	Country Offices (in collaboration with RE1, RE2 and RE3)	<ul style="list-style-type: none"> • Gender elements identified and carefully supervised during project execution (social and non-social sectors) <u>Target:</u> Minimum of 2 projects per region (<i>2004-2005</i>)
	SDS/WID, ROS	<ul style="list-style-type: none"> • One good example of gender mainstreaming highlighted in the Bank's 2004 ARPRE. • Reference to relevant gender issues the new user guide for PPMRs (<i>1st sem. 2003</i>).

³ Upon approval of this Action Plan, more specific targets and benchmarks will be agreed upon in each action area in collaboration with the relevant divisions.

IDB Operations - Project Cycle (con't)

Evaluation	SDS/WID (RE1, 2 & 3, ROS, OVE)	<ul style="list-style-type: none"> • Criteria for assessing gender mainstreaming in the IDB portfolio revised by an inter-departmental working group. (<i>2nd sem. 2003</i>).
	SDS/WID, EVP, Gender Network	<ul style="list-style-type: none"> • Mid-term (<i>2nd quarter 2004</i>) and final review (<i>2nd quarter 2005</i>) of the Action Plan implementation.
	RE1, RE2 and RE3	<ul style="list-style-type: none"> • Inclusion of gender criteria in mid-term and/or ex-post evaluations associated with “priority projects” for gender mainstreaming.
	ROS, SDS/WID	<ul style="list-style-type: none"> • Reference to relevant gender issues in the user guide for Project Completion Reports (<i>1st sem. 2003</i>)
	OVE	<ul style="list-style-type: none"> • Inclusion of gender criteria in Bank results/impact evaluations. <u>Target</u>: 3 OVE evaluations (<i>1 in 2003; 2 in 2004</i>)

Technical Support

Proposed Action Areas	Primary Responsibility	Proposed Actions/Results
Project Support	SDS/WID	<ul style="list-style-type: none"> • Technical notes series on gender analysis and the project cycle for project teams and executing agencies (including guidelines in a selection of social and non-social sectors.) <u>Target:</u> Minimum of 5 technical notes (3 by the 2nd semester 2003; 2 in 2004) • Database with sector-specific gender expertise initiated (2nd sem. 2003 – 1st sem. 2004). • Gender mainstreaming project database established (2nd sem. 2003); updated and disseminated (1st sem. 2004 & 2005). • Support funds provided for mainstreaming issues of women’s leadership and gender in governance/mod. of the state programs made available to operational departments (via PROLEA D program) (2nd sem. 2003 – 2004). • Additional funds raised for technical support for gender mainstreaming (consultants, studies, etc.). (2003)
	SDS/WID and ROS	<ul style="list-style-type: none"> • Example of gender-sensitive log frame incorporated into the ROS helpdesk. <u>Target:</u> 2 examples identified and included (1st sem. 2003 & 1st sem. 2004)
Research and Analysis	RES, SDS/WID	<ul style="list-style-type: none"> • Disseminate the new GENDERLAC database (2nd sem. 2003). • Country data/fact sheets (with focus on the Millennium Development Goals) prepared. <u>Target:</u> 2 countries per region (2 each year). • RES Social Information Service provides gender-specific data to project teams (<i>on demand</i>). • Studies on girls’ education (1st sem. 2004) and women in the labor market (2nd semester 2003). • Chapter on Women and Unemployment in the 2003 IPES (2nd sem. 2003).

Areas for Innovation

Proposed Action Areas	Primary Responsibility	Proposed Actions/Results
Innovation/Pilot Initiatives	RE1, 2 and 3; WID & SOC	<ul style="list-style-type: none"> • Greater mainstreaming of flagship themes into Bank operations (domestic violence, leadership and reproductive health).
	SOC/SOC	<ul style="list-style-type: none"> • Inclusion of a gender focus in HIV/AIDS operational guidelines (<i>2nd sem. 2003</i>).
	SDS/ICT & WID	<ul style="list-style-type: none"> • Preparation of Gender and ICT technical notes (<i>2nd sem. 2003</i>).
Social Inclusion and Participation Initiatives	RE1, 2 & 3	<ul style="list-style-type: none"> • Greater number of operations addressing the specific needs of indigenous and afro-latin women.
	SDS/IND, WID, SOC; RE1, 2 & 3	<ul style="list-style-type: none"> • Gender focus mainstreamed in specific social inclusion initiatives, including follow-up on recommendations from the Indigenous Women's Summit.
	Country Offices	<ul style="list-style-type: none"> • Increased focus on gender issues and participation of women's organizations in the "Consejos Asesores de la Sociedad Civil".
	SDS/SGC	<ul style="list-style-type: none"> • Gender focus included in participation guidelines (<i>2nd sem. 2003</i>).
	SDS/IND	<ul style="list-style-type: none"> • Focus on gender incorporated into the Strategic Framework for Indigenous Peoples (<i>1st sem. 2004</i>).

Institutional Mechanisms

Proposed Action Areas	Primary Responsibility	Proposed Actions/Results
Internal Review Process	RE1, 2, 3; EVP SDS/WID	<ul style="list-style-type: none"> • Increased attention to gender issues in CRGs and Loan Committee. • Continued review of gender issues in the CESI.
Positive Incentives and Recognition	SDS/WID, EVP, HRD	<ul style="list-style-type: none"> • WID/gender mainstreaming award– for social and non-social sectors (2nd sem 2004). • Brochure highlighting best project design/execution (2nd sem 2004).
Gender Network	RE1, 2, & 3, Central Depts, Country Offices & SDS/WID SDS/WID	<ul style="list-style-type: none"> • Gender specialists located in each operational department (1st sem 2004). • Focal points established in operational divisions, central departments and country offices (1st sem. 2003). • Electronic Network established (1st sem. 2003) and information disseminated at least <i>once per quarter</i>.
Capacity Building Internal	HRD/LRN and SDS/WID	<ul style="list-style-type: none"> • Gender mainstreaming learning plan (1st sem. 2003): <u>Proposed content:</u> <ul style="list-style-type: none"> - Series of meetings/learning events on gender issues in priority sectors (target: 3 per year). - Pilot gender and social inclusion training workshop for project teams at headquarters and in the field offered (2nd sem. 2003, 1st sem. 2004). - Gender focus included in 2-3 planned LRN events (2004-1st sem. 2005) - Learning events for gender focal points (2nd sem. 2003 & 2nd sem. 2004).
Capacity Building External	SDS/WID INDES, INT	<ul style="list-style-type: none"> • Dissemination of SDS/WID gender training manual (1st sem 2003); preparation of the English version and training of trainers (2nd sem. 2004). • Opportunities for including gender in on-going Bank training initiatives for executing agencies and policy makers identified (2nd sem. 2003 & 1st sem. 2004).
Human Resources	HRD	<ul style="list-style-type: none"> • Gender-relevant findings from the diversity survey/census reflected in HRD initiatives (2nd sem. 2003).

Annex 2

Background on Gender Mainstreaming at the IDB

Policies and Strategic Framework

The IDB's *Operating Policy on Women in Development (OP-761, 1987)* establishes the institution's commitment to addressing the needs and priorities of the women in its member countries. It states that "within its general objectives of promoting social and economic development, the Bank will assist member countries in their efforts to bring about the fuller integration of women into all stages of the development process and improvement in their socioeconomic situation. The Bank will support initiatives aimed at:

- Recognizing and enhancing women's actual and potential role in productive and social activities and their contribution to the national development process;
- Facilitating women's access to productive resources, services and to social and economic benefits derived from Bank operations;
- Reducing social, legal and economic constraints that depress women's ability to effectively participate in and benefit from productive and other development-oriented programs; and
- Improving the effectiveness of institutions responsible for fostering the social and economic participation of women in the development process."

While the WID policy has not been updated since its original approval, several other specific mandates and strategies developed over the past decade reinforce and expand upon the Bank's commitments in this area.

First, the *Eighth Replenishment Mandates (1994)* reiterate the importance of both promoting and monitoring the level of benefits and participation of women in IDB-financed operations within its broader efforts to alleviate poverty and promote social equity:

In pursuance of its poverty-reduction objective, the Bank will promote projects that benefit the most vulnerable segments of the population, particularly women, adolescents, and children... The Bank will monitor this area closely to ensure that the particular needs of women are taken into account in program and project design (and implementation).

Priority is placed on the inclusion of a gender focus within the following areas: human capital formation/education; health, nutrition and family planning; programs which improve access to capital and production inputs for low-income families; income- and employment-generating activities; programs that offer housing solutions; social security and protection; access to justice; and civil society participation.

More recently, the Bank's *Institutional Strategy (1999)* renewed its commitment to promoting the participation of women and socially excluded groups as a part of its overarching goals of poverty reduction and the promotion of social equity and sustainable economic growth. It specifically emphasizes the need for more "representative governance," calling on IDB staff and management to create a program of activities which takes into account the needs of all of its stakeholders in

member countries. At present, the IDB is in the process of approving several new strategies and action plans called for by the Institutional Strategy. Gender issues and women's specific needs are most explicitly addressed in the Poverty Reduction and Social Equity, Social Development and Modernization of the State strategies. A gender perspective and a focus on women are also critical to the overall effectiveness of actions presented in the Sustainable Economic Growth and Competitiveness strategies.

The new strategies reflect Bank support for the United Nation's *Millennium Development Goals* (MDGs), which explicitly call for the promotion of equal rights and opportunities for women and men, and give priority to addressing gender as a crosscutting issue for development. MDGs 3 and 5 explicitly address gender issues. These assert that national governments and development partners should act to "promote gender equality and empowerment of women as effective ways to combat poverty, hunger and disease and stimulate development that is truly sustainable" and "improve maternal health." Gender is also an important dimension for most of the other goals, including those related to poverty alleviation and education, especially for women and girls in rural areas or for indigenous and afro-descendent populations, and to combating HIV/AIDS, particularly in the Caribbean, Central America and Brazil.

Finally, the IDB's *Action Plan for Combating Social Exclusion Due to Race or Ethnic Background* (2002) specifies that while its primary focus is on race and ethnicity, it also contains "commitments to seek synergies and coordination among the wider range of social inclusion efforts" including "greater cross-fertilization and joint efforts among staff working with the specific target populations (e.g. afro-descendents, indigenous people, HIV/AIDS populations, person with disabilities, the elderly) plus gender which cuts across and affects all excluded groups."

WID/Gender Needs Assessment

The IDB has made significant advances in raising awareness about the importance of gender issues among its staff and counterparts in member countries. Several important and innovative initiatives, through its lending and nonreimbursable technical cooperation programs, have brought attention to several priorities issues for women throughout the region. While progress has been made in social sector and poverty-targeted investments, there is a growing consensus regarding the need to revitalize efforts in this area and to expand gender mainstreaming into non-social sectors. Advances in overall gender mainstreaming across sectors in lending activities could be more robust and its results could be more clearly measured.

In 2001, the WID Unit commissioned an assessment of the IDB's support for WID/gender issues, focusing on the effectiveness of the Norwegian Fund for Women in Development, the WID classification system, and overall progress in gender mainstreaming. Approximately 40 IDB staff and managers were consulted.

In sum, this assessment presented the following findings and recommendations:

- IDB staff and management "have a very positive perception regarding the importance of gender mainstreaming," and "strongly expressed desire for more and better gender expertise beginning with the earliest stages of operations." Most acknowledged significant progress in social sectors, but much less in other sectors. Some expressed frustration with the limited availability of operational support on WID/gender and some also questioned the relevance of some of the WID "flagship themes" for Bank operations.

- The impact of the **Special Norwegian Fund** went beyond the specific programs it funded (pilot programs and TCs) because it also funded gender specialists who have directly supported mainstreaming efforts in different parts of the Bank.
- The **classification system on WID** is the only Bank mechanism for measuring gender mainstreaming. Given that it only assesses gender mainstreaming in loan documents, it does not fully capture Bank's progress in this area. In fact, the methodology seemed to generate incomplete or subjective findings.

The needs assessment generated a series of both general and specific recommendations, most of which are reflected in the proposals presented in this Action Plan. In general, however, the assessment recommended:

- *Allocation of more IDB resources for WID/gender mainstreaming*, specifically channeling resources for gender expertise in operations.
- *Improved monitoring*. Development of a system for monitoring and tracking progress on gender mainstreaming and an agreement amongst IDB staff, executive directors and donors regarding what constitutes "progress" not only in design but also in implementation; and greater exchange of information on good practices for incorporating gender into different operations, studies, and training initiatives.
- *Strengthen institutional capacity and technical support* for incorporating gender into policy dialogue and throughout the project cycle.