

**REPORT ON THE IMPLEMENTATION OF THE GENDER AND DIVERSITY
ACTION PLAN
ANNUAL PROGRESS REPORT FOR 2022**

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ABBREVIATIONS

AD	Afro-descendants
CAN	Country Department Andean Group
CCB	Country Department Caribbean Group
CDC	Country Development Challenges
CGD	Center for Global Development
CID	The Country Department Central America, Mexico, Panama, and Dominican Republic
COF	Country Office
CRF	Corporate Results Framework
CS	Country Strategy
CSC	Country Department Southern Cone
CSD	Climate Change and Sustainable Development Sector
CSD/CCS	Climate Change and Sustainability Division
CSD/HUD	Housing and Urban Development Division
DPG	Diverse Peoples and Population Groups
DRR	Diversity-Related Result.
DSA	Diversity Strategic Alignment
DSP	Strategy and Development Division
DVF	Development Effectiveness Division
ERM	Eligibility Review Meeting
G&D	Gender and diversity
GAP	Gender Action Plan
GDAP	Gender and Diversity Action Plan
GDI	IDB Invest Gender, Diversity and Inclusion Team
GRR	Gender-Related Result
GSA	Gender Strategic Alignment
HLM	High-level meetings
HQ	Head Quarters
IDB	Inter-American Development Bank
IDBG	Inter-American Development Bank Group
IDB Invest	Inter-American Development Bank Invest
IDB Lab	Inter-American Development Bank Innovation Laboratory
IFD	Institutions for Development Sector
IFD/CMF	Connectivity Markets and Finance Division
IFD/CTI	Competitiveness, Technology, and Innovation Division
IFD/FMM	Fiscal Management Division
IFD/ICS	Innovation in Citizen Services Division
IGR	Investment Grants
INE	Infrastructure and Energy Sector
INE/ENE	Energy Division
INE/RND	Environment, Rural Development & Disaster Risk Management Division

ABBREVIATIONS

INE/TSP	Transport Division
INE/WSA	Water and Sanitation Division
INO	Investment Operations Division
INT	Integration and Trade Sector
IP	Indigenous peoples
IPG	Gender Parity Initiative (Gender Parity Accelerator)
KIC	Knowledge, Innovation and Communication Sector
KPI	Key Performance Indicator
LAC	Latin America and the Caribbean
LGBTQ+	Lesbian, Gay, Bisexual, Transgender/Transexual + other diverse gender identities and sexual orientations.
MSMEs	Micro, small, and medium enterprises
OECD	Organization for Economic Co-operation and Development
ORP	Office of Outreach and Partnerships
PBL	Policy-based Loan
PCR	Project Completion Report
PMR	Progress Monitoring Report
PWD	Persons with disabilities
QRR	Quality and Risk Review Meeting
RES	Department of Research and Chief Economist
RPD	Regional Policy Dialogue
SCL	Social Sector
SCL/EDU	Education Division
SCL/GDI	Gender and Diversity Division
SCL/LMK	Labor Markets Division
SCL/MIG	Migration Unit
SCL/SPH	Social Protection and Health Division
SDL	Special Development Lending
SFD	Sector Framework Document
SG	Sovereign Guarantee
SGBV	Sexual and Gender-Based Violence
SME	Small and mid-size enterprise
SPD	Office of Strategic Planning and Development Effectiveness
SPD/SMO	Strategy Monitoring Division
STEM	Science, technology, engineering, and math
TC	Technical Cooperation
UN	United Nations
VAWG	Violence Against Women and Girls
VPC	Vice Presidency for Countries
VPS	Vice Presidency for Sectors and Knowledge

EXECUTIVE SUMMARY

REPORT ON THE IMPLEMENTATION OF THE GENDER AND DIVERSITY ACTION PLAN ANNUAL PROGRESS REPORT FOR 2022

This document reports on the 2022 annual progress of the Inter-American Development Bank Group (IDBG) first Gender and Diversity Action Plan 2022-2025 (GDAP). The analysis and results here presented should therefore be considered in the context of the four-year implementation period. Additionally, as this GDAP is the first-ever to encompass both gender and diversity and to include the three windows of the IDBG –the IDB, IDB Lab and IDB Invest– the results presented reflect the different nature and starting points of the three windows.

In 2022, the IDBG strengthened its focus on gender equality and diversity, making steady progress in the four pillars of the GDAP and reinforcing each other in a virtuous cycle. The assessment shows that 81% of the 59 indicators met the target for 2022 or are on the right track to more ambitious goals.

Throughout 2022, the IDBG made important headways on generating new data, particularly on diversity. There have also been significant contributions in terms of knowledge generation, including the updated Gender and Diversity Sector Framework Document that identifies the main knowledge and evidence gaps to define future research efforts and guide prioritization decisions for Bank-led analytical work.

There were considerable improvements in mainstreaming G&D into the new Country Development Challenges and Country Strategies documents, in many cases exceeding the goals in the number of policy recommendations and actions. Likewise, in 2022 there was a strengthened focus on G&D issues in regional and sectoral policy dialogues, as well as learning events, and IDBG coordinated communications campaigns and presence in traditional media, all of which surpassed the GDAP targets.

A noteworthy accomplishment of 2022 is the significant increase in the quantity of IDBG projects that support gender and diversity (G&D) in project design, reaching the highest levels ever achieved. In the case of gender, IDB and IDB Lab reached the 2025 GDAP target. For diversity, IDB had a two-fold increase in the percentage of operations with alignment and IDB Lab achieved the 2025 target. IDB Invest improved its performance on gender contribution and is on track to reaching the 2023 target. However, mainstreaming progress during 2022 has been uneven among the four diverse population groups, following the last years pattern. The percentage of IDB operations promoting inclusion of PWD has already surpassed the target for 2025; progress is on track on Indigenous Peoples (IP), modest on Afro-descendants (AD), and stagnant on Lesbian, Gay, Bisexual, Transgender/Transexual + other diverse gender identities and sexual orientations (LGBTQ+). In the future intentional efforts to promote inclusion will focus on the countries with more opportunities to close gaps in favor of AD and LGBTQ+.

In 2022, the volume of direct investment in G&D was below the baseline, due to the lack of stand-alone operations in IDB and lower volumes in IDB Invest. This does not necessarily reflect a negative trend. Since there is a small number of stand-alone G&D operations per year, this can vary from one year to the next. On the other hand, IDB Lab made significant strides in using its small-ticket, early-stage projects to push boundaries on G&D in areas where the private sector is mostly absent. The IDBG will reinforce interest and efforts to keep seeking projects with direct investment in the future.

Finally, during 2022, there was a reduction in the percentage of Gender-Related Results (GRRs) that were achieved, based on the Project Completion Reports (PCRs) reviewed. The performance was stronger in the case of Diversity-Related Results (DRRs). IDB Lab reported that 41% of closed G&D aligned projects scaled-up. Going forward, the focus of IDBG needs to be on increasing G&D results, by strengthening supervision of projects that have G&D actions and results. This will be particularly important given the growing number of operations approved that mainstream or directly invest in G&D.

I. INTRODUCTION

- 1.1 In 2022, the Inter-American Development Bank Group (IDBG) approved its first [Gender and Diversity Action Plan \(GDAP\)](#) for the period 2022-2025 (GN-3116-1). It includes the three windows of the IDBG –the IDB, IDB Lab and IDB Invest. The GDAP encompasses for the first-time gender and diversity (G&D) into the same action plan.
- 1.2 The GDAP's main objective is to expand the impact, breadth, and depth of the IDBG's work that supports G&D. It is preceded by a series of IDB/IDB Lab Gender Action Plans, by one Diversity Action Plan (2019-2021), and by IDB Invest's Gender, Diversity, and Inclusion strategic approach. The GDAP provides continuity in the areas where the IDBG has shown consistent progress, while also introducing new actions or increased emphasis on areas where progress was more modest, such as diversity mainstreaming and the strengthening of the intersectional approach which demands a better understanding of the multiple and interrelated layers of exclusion in diverse peoples and population groups (DPG).
- 1.3 The objectives of this report are: (i) to present 2022 progress associated with GDAP indicators and targets ([Annex I](#)); (ii) to highlight good practice examples of G&D operations, analytical work and other areas; and (iii) to identify areas where more efforts are needed to meet the targets of the GDAP in 2023-2025.
- 1.4 The GDAP constituted an important advance in the harmonization of IDBG G&D work across all three windows of the institution. While this report sets the foundations for consistent reporting on the progress of the gender, diversity and inclusion agenda, it also recognizes areas where the three windows need to focus their efforts in terms of harmonizing methodologies, given the nature of work of each window. A significant attempt has been made to provide comparable data throughout the report. Explanations are provided where it was not possible to do it.
- 1.5 The report is organized around the four pillars of the GDAP, which work as a system reinforcing one another:
 - i. **Contributing to the creation of an enabling environment** for advancing gender equality and diversity in the IDBG borrowing member countries through data collection, Country Strategies (CS), knowledge generation, communications, and capacity building.
 - ii. **Expanding the quantity and quality of IDBG projects that support G&D**, including mainstreaming, G&D focused projects and project components, and focused Technical Cooperation (TC).
 - iii. **Strengthening the IDBG's focus on G&D results** in project execution and evaluation.
 - iv. **Refining internal incentive structures for improved synergies and collaboration.**

II. CREATION OF AN ENABLING ENVIRONMENT FOR GENDER AND DIVERSITY

- 2.1 The first pillar of the GDAP emphasizes the importance of creating a stronger enabling environment for advancing gender equality and closing gaps experienced by DPG across the IDBG's borrowing member countries. During 2022, the IDBG

contributed to this objective by: (i) undertaking actions aimed at increasing the availability of G&D disaggregated data; (ii) supporting cutting-edge research to continue to close knowledge gaps on G&D issues and generating evidence that can inform the IDBG operational work; (iii) elevating the level of focus on G&D, and particularly on DPG, in country dialogue and strategies; (iv) actively communicating with a broad regional audience, through social media and other channels, on the IDBG G&D work and pressing G&D issues that warrant attention in the Latin America and the Caribbean (LAC) region; and (v) strengthening capacity within the IDBG to address G&D issues, particularly in our operational portfolio, and supporting capacity building efforts on G&D amongst our clients.

A. Gender and diversity data, knowledge, and evidence

- 2.2 A persistent challenge limiting capacity to address G&D in public and private sector policies and programs is insufficient gender- and diversity- data, knowledge, and evidence of effective approaches. It is important to highlight the scarcity of georeferenced and subnational data, which is essential for the development of programs that are linked to other cross-cutting priorities of the IDB, such as climate change and sustainability. Addressing these gaps is not something that can be completed in a year, but several initiatives were undertaken to respond to this challenge during 2022.
- 2.3 During 2022, SCL/GDI and IFD/ICS approved a TC¹ to strengthen the capacity of governments to improve the quality of G&D data collection and to include questions on diversity not currently asked in surveys, censuses, and administrative records. The use of this data will strengthen policy and program design and implementation.
- 2.4 **Gender- and diversity-disaggregated project beneficiaries.** The GDAP 2022-2025 highlighted the need to disaggregate beneficiaries of the IDBG projects by gender and DPG. In 2022, 63% of the approved IDB projects over US\$3 million included either general objective, specific objective or output beneficiary indicators that will be gender-disaggregated (including baselines and targets). This represents a modest increase from the baseline of 60% from the 2020-2021 period but is still below the target of 70% established in the GDAP. Of the projects approved in 2022, 28% included support for the collection of disaggregated data for one or more DPG, in line with the GDAP 2022 target of 25% (examples in [Box 1](#)).
- 2.5 In 2022, IDB Invest started piloting a new standardized solution for building capacity within clients to collect and manage gender-disaggregated impact data. This solution is currently being piloted with *Banco Agrícola* and *Banco Promerica*, both in El Salvador. These pilots will inform the scale-up of data collection strategies in other segments.
- 2.6 During 2022, 66% of approved IDB Lab projects contained gender-disaggregated indicators in their results matrices and 15% contained disaggregated data for one or more DPG.
- 2.7 **Data generation through dedicated operations.** Although there have been advances in recent years in the statistical visibility of women and DPG in LAC, progress is not uniform across sectors, data types, DPG, or countries. To this end, in the last few years there has been an emphasis on the generation of G&D data

¹ RG-T4137 ([ATN/OC-19634-RG](#)).

through projects financed by the IDB (see [Box 1](#) for examples). In 2022, 9% (9/98) of all projects above US\$3 million approved with GSA or DSA either contributed or were fully dedicated to generating knowledge or data on gender and/or diversity. For the same period, 4% (11 of 303) of TC and Investment Grants (IGR) up to US\$3 million with either gender or diversity strategic alignment were dedicated to the generation of gender and/or diversity data.

Box 1. Examples of projects that support the collection of gender and diversity disaggregated data implemented in 2022

Program to strengthen the Statistics System in the Plurinational State of Bolivia (BO-L1220, IFD/ICS)

This project will increase the use of official statistical information in public and private decision-making. Particularly, questionnaires design, training of enumerators and a G&D dashboards will allow to characterize gaps relating to gender, ethnicity and disability in three censuses: the Population and Housing Census (gender, ethnicity and disability gaps); the Agricultural Census (gender, ethnic and racial gaps on land tenure, formal property rights and farm decision making responsibilities), and the Census of Business Establishments (gender and ethnic-racial gaps related to ownership and decision-making responsibilities in businesses). Moreover, this project will finance an integrated system of gender-related household surveys that include the Comprehensive Survey on the Status of Women, the Time Use Survey, the Household Spending Survey and surveys on victimization and citizen security.

Trade and investment facilitation program for Belize (BL-L1040, INT/TIN)

This project aims to promote Belize's foreign direct investment and trade performance. To address the lack of gender-disaggregated data in trade and exports, this project will support the inclusion of gender-related variables in the digital information portals an Investment Windows to collect information on the differentiated outcomes of the trade policy for women and men-led companies. The inclusion of these variables will also allow the observation of gaps in customs, licenses, bureaucratic procedures, and other trading burdens for women-led companies. This data will inform policy makers about the specific bottlenecks that women's firms face to export and import and will be an input for the design of future trading policies with a gender approach.

Credit program for the reactivation of production in the province of Neuquén (AR-L1356, IFD/CMF)

This project will contribute to the recovery of production and support the sustainability of employment in the province of Neuquén. As part of this project, studies will be carried out in priority sectors to provide borrowers with data disaggregated by age, gender, ethnicity, and disability considering leadership and ownership of businesses variables. This data will enable the identification of specific support actions to help those sectors close gender and/or diverse population groups gaps, and the identification of opportunities for green investments, supporting the financial services demand among the identified population groups. Based on the diagnosis, this project will develop actions plans towards reducing the G&D gaps and will promote the design of new instruments to facilitate access to credit.

Gender gaps in the Caribbean: Shifting the narrative to include masculinity (RG-T3564, SCL/GDI)

This TC assessed the extent to which concepts of manhood influence young Caribbean men. Specifically, it investigated young men's behaviors and attitudes towards gender equality and decisions with regards to education and labor and gender gaps in educational attainment and employment paths during a 25-year period. The results showed that young men had gendered, or biased expectations based on the influences in their social and personal lives. Furthermore, men are still seen as providers and demand authority over their partners. Hypersexuality is celebrated among men and boys, but only if it is exclusively heterosexual. Higher mental health issues, alcohol or drug abuse, and experience of bullying were also associated with men with more restrictive views on gender norms than the average.

Project to Implement the Census and Agricultural Surveys System (PR-L1147, CSD/RND)

This project financed the implementation of the [Paraguay agricultural census 2022](#) with emphasis on guaranteeing quality, proper thematic coverage, and the timely and wide dissemination of the information generated. Paraguay's most recent agricultural census was performed in 2008. As an innovation, this census adopted the use of an electronic questionnaire using mobile devices in the

field. This is the first agricultural census that had a crosscutting gender approach, which will allow to assess gender gaps in types of work, education, salaried jobs, agricultural activities, technical assistance, credit, information, and marketing. To make visible the role that [women](#) and [indigenous communities](#) have in the agricultural sector both played an important role in the implementation of the census. Interculturality was also considered, as all relevant information will also be disaggregated by indigenous community and will address issues of environmental conservation.

- 2.8 **Country Toolkits.** SCL/GDI, in collaboration with VPC advanced in the development of toolkits that provide country-specific G&D data and information to IDBG country office management and sector specialists to inform dialogue, programming exercises and project design and execution. The effort was initiated as a pilot in six countries in 2021 and expanded to ten countries² in 2022. SCL/GDI together with VPC's front office conducted interviews with representatives of four country offices³ to assess the effectiveness of the pilot. The feedback received supported the expansion and fine-tuning of the country toolkits focusing on country specific data and studies, providing examples of operations aligned with G&D in different sectors, and including G&D inputs for the IDB Invest operations.
- 2.9 One key component of the toolkit in 2022 was the development of G&D dashboards that can be readily accessed by the country office staff⁴ and are periodically updated. Dashboards were developed for seven⁵ countries and include, to the possible extent, harmonized data on social and economic gaps experienced by women, IP, and AD, including access to services, labor market participation, education, health, digital access, among others. The dashboard for Colombia⁶ was released in 2022 and the other six will be available for use in the first semester of 2023. These tools will be hosted in a platform for internal use of the IDBG, but the teams are working on the technical requirements to make them public.
- 2.10 The second component of the initiative consists of country-specific pedagogical modules prepared in consultation with IDBG country office staff and hosted in the Country Operational Platform. These modules provide information and definitions of country-specific concepts related to DPG, answer frequently asked questions, provide demographic data, and summarize the international and national legal and policy framework associated to DPG. The goal of these modules is to help increase country office knowledge and appropriation of key concepts and data on characteristics of indigenous peoples (IP) and Afro-descendants (AD) in each country; provide a framework for addressing issues affecting persons with disabilities (PWD) and the LGBTQ+ population; and display progress on issues related to education and intercultural health, sexual and gender-based violence (SGBV), among others.
- 2.11 The third toolkit component is a visualization of G&D related information of the country office active portfolio, which will include projects with Gender Strategic Alignment (GSA) and/or Diversity Strategic alignment (DSA), approval year, department and division of the project, team leaders and G&D related indicators.

² Toolkits already available: Barbados, Colombia, Ecuador, Mexico, and Peru. Toolkits under preparation: Belize, Bolivia, Paraguay, Trinidad and Tobago, and Uruguay.

³ Barbados, Ecuador, Mexico, and Uruguay.

⁴ The toolkit of Colombia can be accessed by all IDBG staff.

⁵ Belize, Bolivia, Colombia, Ecuador, Paraguay, Peru, and Trinidad and Tobago.

⁶ Dashboard of Colombia available here: [Colombia](#)

This platform will be periodically updated by the SCL/GDI focal point for country offices. During 2022 the portfolio component was developed for four countries.⁷

- 2.12 **Social Sector Datalake.** To facilitate access to G&D disaggregated data for IDBG operational and analytical work, the Social Sector (SCL) of the IDB advanced in the harmonization of LAC regional socioeconomic indicators from national household surveys and censuses through the [SCL Datalake](#), with an emphasis on generating disaggregated socioeconomic indicators by gender and DPG. During 2022, surveys from 12 countries were systematized⁸ to increase the access of IDBG teams to quality, comparable data for variables such as ethnic identification (available for 6 surveys) and disabilities⁹ (available in one survey), among others. Furthermore, in 2022 the front desk of SCL with support from SCL/GDI, revised almost half of the 198 surveys from 1995 to 2005 available regionally to enable comparative analysis between countries. All these surveys contain variables disaggregated by gender (e.g., labor force participation) and depending on the questionnaire, variables disaggregated by DPG (e.g., poverty rate for households with an individual with disabilities in Mexico). This review will run through 2023.
- 2.13 **Gender assessment tools for the private sector.** IDB Invest uses three proprietary tools to support many interventions with its clients: (i) The Gender Risk Assessment Tool that helps companies understand where they can adopt policies and practices to mitigate risks posed to women, is used by many high-risk projects as part of their Environmental, social, and corporate governance due diligence; (ii) The WEP Gender Gap Analysis Tool, jointly designed with IDB Lab, UN Women and UN Global Compact, is used by clients to self-assess their policies and practices vis-à-vis the Women's Empowerment Principles. During 2022 it was used by 2,682 companies worldwide, 56% of which are from Latin America and the Caribbean.¹⁰ The average score of 31% for the region reflects the need to continue working on all areas: leadership, workplace, marketplace and community practices; and (iii) The biases tool, jointly designed between IDB Invest and IDB, to measure the impact of gender implicit and explicit biases held by bank personnel and the likelihood that these biases will affect their behavior when offering credit to women-owned businesses and ethnic groups. As of 2022, the tool was applied to three financial institutions: Banco Pichincha, Banco Davivienda, and Banco Guayaquil. IDB Invest continues to apply the tool to financial institutions that can shed light on potential biases against diverse populations.
- 2.14 Within the framework of the results evaluation of IDB Lab third replenishment, in 2022 IDB Lab launched a survey to collect information on projects carried out between 2017-2021. The survey included a section on IDB Lab clients' G&D practices, an enabling condition to implement G&D initiatives in the field. The results showed that over 50% of clients report having a gender-sensitive approach and having trained their staff in gender equality, with the main challenge being related to gender parity in leadership. Regarding diversity, there is lack of data on the composition of the staff, needs of training and even lower participation of DPG in leadership positions. This assessment will allow IDB Lab management to define

⁷ Colombia, Peru, Ecuador, and Bolivia.

⁸ Argentina, Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Paraguay, Peru, Uruguay, and Venezuela.

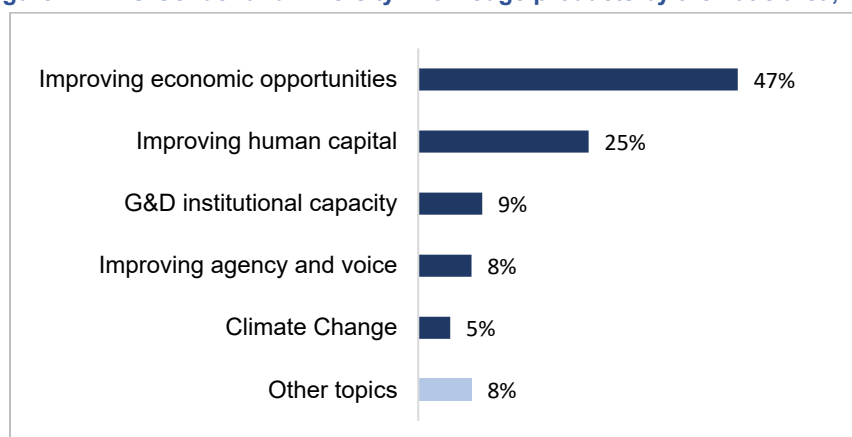
⁹ These variables include individuals and household ethnic or racial self-identification, and the individual or a household member report of at least some difficulty in one or more of the questions in the Washington Group on Disability Statistics questionnaire.

¹⁰ WEP tool report, 2022.

in 2023 an engagement strategy with its clients that responds to their needs and supports their G&D institutional strengthening.

- 2.15 **Understanding private sector clients.** In 2022, IDB Invest launched a gender-disaggregated supply side survey with over 230 financial institutions, most of them IDB Invest clients, to better understand their ability to serve the women's market with financial and non-financial services. This survey will be completed in the second semester of 2023. It will inform IDB Invest's product advisory services and financial offering, by addressing the gender gaps identified. In 2022, IDB Invest also worked with the Mexican Fintech through which it operates its reverse factoring lines to capture gender disaggregated data in their supplier onboarding process. This is an important first step for the design of financial solutions aimed for women-owned women-led small and mid-size enterprise (SME) for its supply chain finance beneficiaries. Yearly, the reverse factoring lines reach over 1,500 SMEs suppliers in need of short-term working capital.
- 2.16 **Analytical work.** In 2022 the IDBG published 80 G&D knowledge products closely aligned to the GDAP priority thematic areas of action ([Figure 1](#)). Of all 2022 G&D knowledge-products, 74% focused on gender, 21% on PWD, 16% on IP, 9% on AD and 5% on LGBTQ+. ¹¹ This is 28 publications above the baseline for gender and one below the baseline for diversity. 60% of the publications were focused on G&D issues (examples in [Box 2](#)), while the other 40% addressed G&D transversally to the main topic. 72 knowledge products were published by IDB, six by IDB Invest, and two by IDB Lab (full list in [Annex II](#)).

Figure 1. IDBG Gender and Diversity knowledge products by thematic area, 2022



- 2.17 During 2022, the 80 G&D knowledge products published were downloaded 182,442 times, 8% below the target, but twice as many as in 2019 or 2021. ¹² The most frequently downloaded knowledge products focused on G&D were those related to the gender gaps and effects of the digital transformation, the economic benefits of closing gender gaps, and toolkits to manage SGBV ([Figure 2](#)). All of these knowledge products were published in 2022 so, beyond downloads, it is early to measure their influence in operational and policy work, which will be assessed at the final report of the GDAP.

¹¹ The total percentage does not round up to 100 because one publication can address more than one DPG and gender at the same time.

¹² It should be noted that 2020 was an outlier, with six times the number of downloads of 2019 or 2021.

Figure 2. IDBG Top 10 Gender or Diversity 2022 publications downloads in thousands



Box 2. Examples of analytical work on gender equality and diversity

[The gender dimension in the digital business transformation in Latin-America and the Caribbean \(IFD/CTI, BID Invest and BID Lab\)](#)

This study aims to analyze the role of women in the business digital transformation process in Latin America and the Caribbean. Through different sources, the consolidation of unpublished data on the current scenario of gender gaps in the digital business transformation in the region, the discussion of public policies and the proposal of recommendations in the public and private spheres are presented. Among the main conclusions, the publication shows that the perception of the existence of the digital gender gap is high, as well as the perception that women contribute a differential value to the ventures. Access to financing is considered the main barrier faced by women entrepreneurs in the digital field, and the high burden and family responsibilities they assume are the most common reason why women do not undertake on a larger scale in this field. The study evidences the perception that investment in digital businesses owned by women is lower than that obtained by businesses owned by men and indicates that two thirds of the countries in the region do not consider gender as one of the transversal pillars of their policies digital public.

[Closing gender gaps in the southern cone: An untapped potential for growth \(CSC, RES\)](#)

This volume assesses the importance of gender inequalities in Argentina, Brazil, Chile, Paraguay, and Uruguay and presents evidence on their economic consequences, their drivers, and the policy tools that can contribute to mitigating them. Gender gaps in access to public services, human capital accumulation, and the labor market limit overall productivity and economic growth, and policies that mitigate these inequalities have the potential to foster economic development and wellbeing. The global pandemic has highlighted and even widened gender gaps, meaning policymakers are in urgent need of a new set of policies that can foster gender parity in the recovery phase. This volume is thus a timely compendium of solid evidence to design policies that can effectively tackle gender disparities in Southern Cone countries.

Inclusive service guide for people with disabilities in the infrastructure and energy sector (INE/ENE)¹³

This guide is a practical tool that indicates step by step how a company can transform itself to offer an inclusive service to its clients, regardless of their conditions. It is aimed at all companies that interact in some way with a customer: electricity distributors, water payment points, bus stations or subways. Its purpose is to contribute to the achievement of the proposed goal by presenting basic guidelines, good practices and international examples that allow improving the quality of services through the gradual implementation of "reasonable adjustments" that any organization can implement. These adjustments imply simple but significant transformations of corporate policies and customer service processes in its different channels: face-to-face, telephone and virtual.

The effects of ethnomathematics education on students' outcomes (SCL/EDU)

This is an impact evaluation of the effectiveness of ethnomathematics education among indigenous children of Panama. A bilingual intercultural program called JADENKÄ that aims to strengthen the mathematical and ethnomathematical skills of Ngabe preschoolers from Ngabe-Buglé, a region of Panama. Results of the experimental evaluation produced valuable evidence of the effectiveness of the intercultural approach, concluding that a well-designed ethnomathematics program can reduce the achievement gap for indigenous people while strengthening their identity, culture and language.

- 2.18 In 2022, there was no published impact evaluations that assessed gender related impacts and one impact evaluation focused on diversity related impacts (example in **Box 2**). Since the absolute number of published impact evaluations is small, there can be high variation on a yearly basis. Several impact evaluations were implemented in 2022 and will be published in 2023. Going forward, new efforts can be made to mainstream the G&D dimension of impact evaluations, as it has been done in analytical work.
- 2.19 **The IDB's Knowledge Initiative on Gender and Diversity (GDLab)** aims to strengthen the analytical work of the IDBG focusing on the most salient knowledge gaps identified in the G&D Sector Framework Document. Co-led by SCL/GDI and the IDB Research Department (RES/RES), GDLab continued to expand its support to research initiatives to generate new G&D evidence that informs strategies, policy dialogue, and operation design. During 2022, GDLab conducted two new calls for research proposals. The first was on post-pandemic job recovery for women and diverse populations. It received 230 proposals, resulting in the selection of seven studies that will be completed in 2023-2024. Six of them are country studies and one is at the regional level.¹⁴ GDLab third call for proposals on gender-based violence against women, children, and adolescents was launched in coordination with IFD/ICS and co-financed with CSD/HUD. As in the previous call, there were more than 200 project submissions from all member countries in the LAC region –with eight studies selected for funding. Research activities will begin in 2023.
- 2.20 In 2022, GDLab published two policy briefs. The first one, on the G&D aspects of the green agenda, informed the reflections shared with government authorities participating in the Regional Policy Dialogue (RPD) on green and digital talent held in 2022 (see **Box 4**). The second policy brief, on the institutional framework of ministries of women in LAC, influenced the Bank's operational work in Chile, where the IDB is working with the Ministry of Women to strengthen its institutional capacity. GDLab has published eight policy briefs, with a total of 13,482 downloads to date, all of which are available on its [website](#).

¹³ To promote the inclusion of PWD in the electricity sector of Paraguay, the implementation of this guide will be supported by an operation approved by INE in 2022 (PR-L1183).

¹⁴ Individual studies include Colombia, Uruguay, Bolivia, Peru, Dominican Republic, and Brazil. The regional study will measure to what extent taxes and benefits contributed to reduce the gender income gap in Latin America prior to the pandemic.

- 2.21 The first call of GDLab and RES in 2021 financed six studies on LGBTQ+ issues. In 2022, GDLab and RES co-organized a session in the [Latin American and Caribbean Economic Association \(LACEA\) 2022](#) Annual Meeting dedicated exclusively to research on LGBTQ+ issues. This was the first time in the history of LACEA with a session on this topic. It showcased three studies about crucial issues, such as measuring the size of the LGBTQ+ population, discrimination in the rental real estate market, and the role of the media in shaping societal perceptions of LGBTQ+ persons. The studies will be published and made available to the public in 2023. Additionally, these studies will be part of the special issue of the Journal of Labor Economics on “The economic and labor market position of sexual minorities in developing countries”, to be published in 2023.

B. Gender and Diversity Sector Framework Document

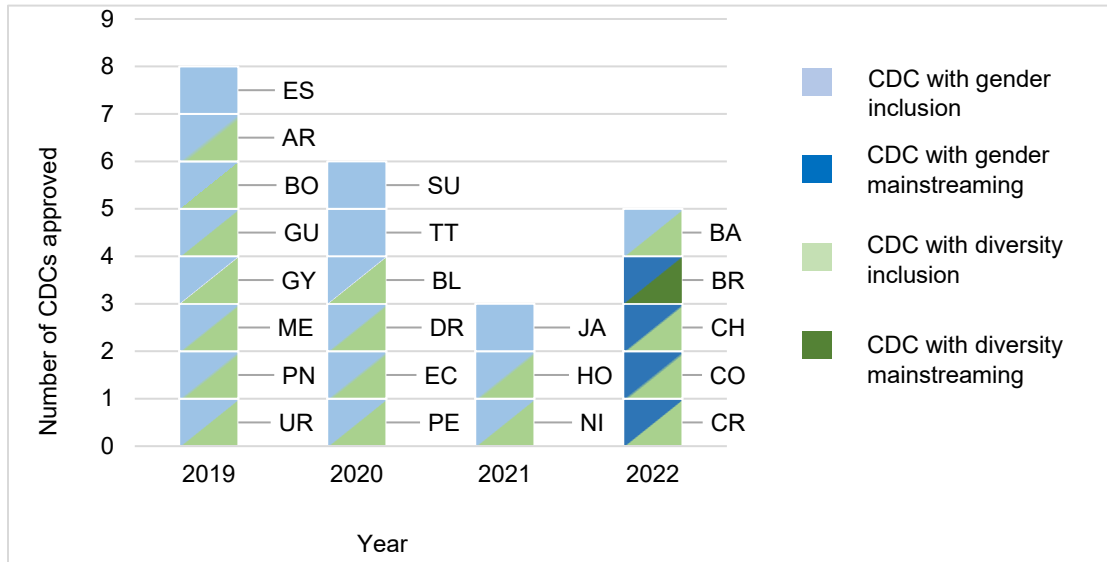
- 2.22 In 2022, the IDBG approved the update of the [Gender and Diversity Sector Framework Document](#), which complements the prescriptive nature of the GDAP by providing evidence-based strategic lines of action to help reduce gaps in G&D. The document is organized to address key challenges in three areas: structural inequities, unequal treatment of women and diverse groups, and weak institutional capacity. This Sector Framework Document (SFD) includes: (i) data on G&D gaps in the region; (ii) the most recent evidence on the effectiveness of G&D policies and programs for the three identified G&D development challenges; (iii) lessons learned from the IDBG’s experience; and (iv) lines of action for each of the G&D development challenges to help guide the IDBG’s operational, policy dialogue, and knowledge generation activities in the region. This framework stands out from the previous SFD in a few important ways. First, a unified framework is applied for gender and diverse groups. For the first time, the SFD includes a thorough statistical analysis, based on the latest available data in the region, to show the heterogeneity in diversity across the region and provide select country and sub-regional diagnostics. This new SFD also identifies the most salient gaps in knowledge generation based on an assessment of the robustness of existing evidence.

C. Dialogue with governments/clients and country strategies

- 2.23 During 2022, the IDBG strengthened its efforts to elevate the focus of G&D issues in the Country Development Challenges (CDC) and Country Strategies (CS) documents, which are the foundation of the IDBG dialogue and programming with borrowing member countries. The GDAP indicator for these strategic documents ([Annex I](#)) requires the inclusion of G&D analysis and policy recommendations in at least one of its development challenges (CDC) or priority strategic areas (CS). Starting in 2022, those CDCs and CSs that include G&D analysis and policy recommendations in two or more areas surpass the minimum standard and reach the level of G&D mainstreaming. To guide the implementation of the new standards, SCL/GDI developed a checklist to help in the revision of CDCs and CSs and validate if they meet the criteria for G&D at the level of inclusion (minimum standard) or at the level of mainstreaming.
- 2.24 **County Development Challenges (CDC).** In 2022, the IDBG completed five CDCs and all of them met the criteria for both G&D inclusion, which aligns with the GDAP target of 100%. For gender, this equals the results of previous years. For

diversity, this represents an increase from 76%¹⁵ of CDCs completed during the 2019-2021 period to 100% in 2022 (**Figure 3**) (examples in **Box 3**).

Figure 3. CDCs approved in 2022 that address gender and/or diversity¹⁶



- 2.25 Moreover, four of the five¹⁷ CDCs approved in 2022 achieved the level of mainstreaming by addressing gender equality issues in two or more development challenge areas. While only one CDC surpassed the level of diversity inclusion and reached the level of mainstreaming for diversity, it is important to highlight that three CDCs included analysis and actions for all the four DPG ([Annex III](#)).
- 2.26 **Country Strategies.** 100% of the CSs¹⁸ approved in 2022 included a focus on gender, as was the case in the 2020-2021 period. Six of eight (75%)¹⁹ of the CSs included a focus on diversity, above the 50% reported for the 2019-2021 period (**Figure 4**). Even though the CSs of Chile and Dominican Republic did not meet the GDAP minimum standard for diversity inclusion, diversity issues were not absent. The former included an analysis for LGBTQ+ and IP, and the latter included a policy recommendation for PWD.

¹⁵ The result for this indicator in the report of the Diversity Action Plan 2019-2021 was 76% but there was a typo in the Annex 1 of the GDAP 2022-2025 that marked 100% of achievement.

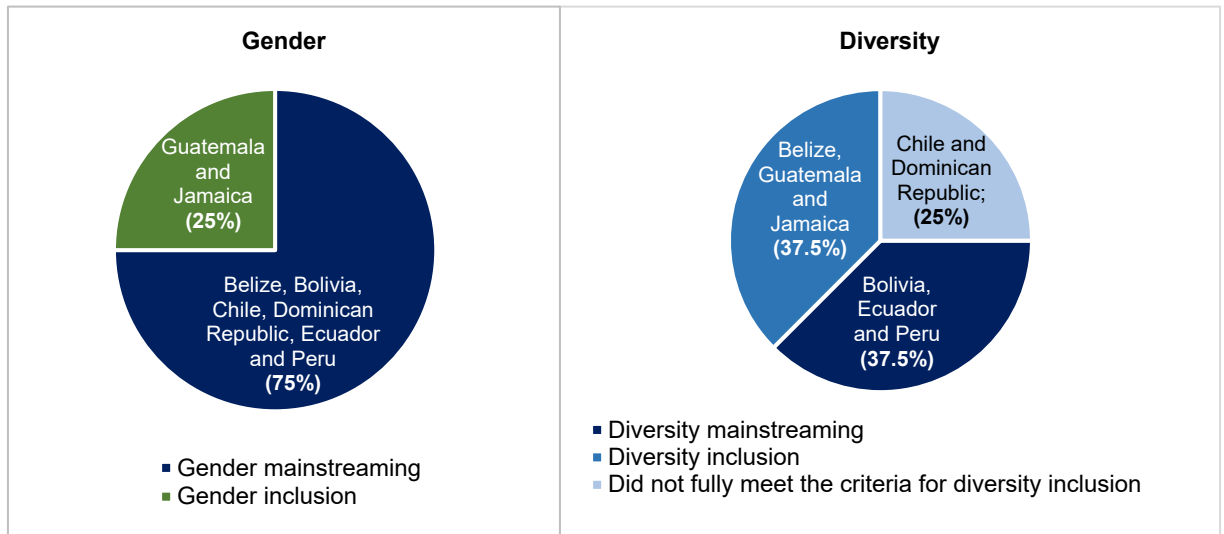
¹⁶ The distinction between inclusion and mainstreaming in CDC and CS started in 2022.

¹⁷ Brazil, Chile, Colombia, and Costa Rica.

¹⁸ Belize, Bolivia, Chile, Ecuador, Dominican Republic, Guatemala, Jamaica, and Peru.

¹⁹ Belize, Bolivia, Ecuador, Guatemala, Jamaica, and Peru.

Figure 4. CSs approved in 2022 with gender and diversity inclusion or mainstreaming



Box 3. Examples of CDC and CS approved in 2022 that addressed gender and diversity

Gender in the [CS with Dominican Republic](#): This CS proposed strategies to for women's participation in the job market and in leadership positions, innovative financial products with a gender approach and actions to improve the technical abilities and skills of the workforce with an emphasis on reducing gender and income inequalities.

Indigenous peoples in the [CS with Bolivia](#): This CS proposed strategies towards the improvement of IP access to quality basic services incorporating cultural relevance considerations. It also recommended actions that prioritize quality employment that focus on IP and other DPG.

Afro-descendants in the CDC of Brazil: This CDC proposed actions to improve access to credit for SMEs owned by women and Afro-Brazilians, as well as affirmative- actions to remove the barriers to start or expand their business through networks, mentorship, and funding support programs.

Persons with disabilities in the [CS with Peru](#): This CS proposed actions to reduce the informality for PWD and recommended the development of knowledge products, loan operations, and TC operations that address the topic of access to public services and social protection networks for PWD and other DPG.

LGBTQ+ in the CDC with Colombia: This CDC proposed the implementation of strategies for the insertion of LGBTQ+ population in the labor market, training for government officials in the education, health, justice, and security sectors to identify and sanction acts of violence or discrimination against LGBTQ+ population, as well as strategies to remove the barriers of LGBTQ+ population access to financial services.

D. Regional/sector policy dialogues

- 2.27 **Regional Policy Dialogues (RPD) and High-Level Meetings (HLM).**²⁰ In 2022 the IDBG carried out six RPD and 29 HLM related to G&D led by CSD, IFD, SCL, IDB Invest and IDB Lab ([Annex IV](#)). Twelve of these events addressed both G&D, 17 were only related to gender, and six were only related to diversity. Moreover, gender was the main topic for 43% of the events, diversity was the major subject for 29% of these events and 11% of them discussed both G&D as their central issue (examples in [Box 4](#)).

²⁰ While both RPD and HLM share some characteristics, the difference relies in the scope and the audience. The former brings together ministers or vice ministers from different countries and last 1-2 days. The latter are shorter in duration, they are closed meetings of public and/or private decision-makers at regional, country, or local level.

Box 4. Examples of Regional Policy Dialogues and High-Level Meetings with Gender or Diversity Focus

Regional Policy Dialogue - “Dynamics, challenges and opportunities of urban indigenous peoples in the LAC region” (SCL/GDI with CSD/HUD)

The IDB first RPD focused on indigenous people in urban settings had a broad in-person participation of ministers, mayors, indigenous leaders and authorities, representatives of the academia, civil society and NGOs and decision makers from 13 countries. The event provided a safe space for dialogue to and discuss keys issues affecting IP in urban areas, such as discrimination, and lack of access to water and sanitation, health, internet, and high-quality housing.

Regional Policy Dialogue - "Accelerating women's digital and green talent of the 21st century" (SCL/GDI with SCL/LMK)

This virtual RPD brought together, during the two-day event, more than 80 experts and officials of the Ministries, Secretariats, and leaders of gender and labor divisions from 23 countries of the LAC region. The discussion revolved around fostering female participation in green jobs and promoting women's digital talent. Specific topics addressed were women in STEM, strategies to promote female entrepreneurship, and initiatives to see the future of work and its demands not only as a challenge but as an opportunity to achieve the integration of women into the labor market.

High-level meeting - First Workshop on Trafficking in Persons in LAC (IFD/ICS)

This event had the participation of representatives of 14 countries and other strategic partners. The workshop focused on the progress and challenges of the countries, service platforms for victims and experiences of gender mainstreaming with a digital approach. Best practices in the prevention and timely response to trafficking in persons both from the public sector and from the civil society were presented.

High-level meeting - *Mapea Guadalajara, Jujuy, La Paz and Tegucigalpa accesible* (SCL/GDI)

This series of events, carried out in four different cities of the region, had the participation of senior local government officials, policymakers and PWD organizations with the aim of promoting more accessible and inclusive cities. The audience discussed strategies to achieve equal access to opportunities, foster greater citizen participation and autonomy for PWD, using new technologies and digital innovation towards universal accessibility.

We-Fi Public-private dialogue on initiatives to support the financial inclusion of women in Honduras (IDB Invest)

The dialogue on financial inclusion of women incorporated the vision of policy-making regulatory agencies as well as the perspective of private financial institutions, relevant to the case of Honduras. The dialogue was facilitated by the Financial Alliance for Women and allowed to share experiences and best practices of financial entities and supervisory entities from other countries that are useful both for public policy makers and for Honduran financial institutions.

High-Level Meeting - WeXchange: Connecting Women STEMpreneurs with Investors (IDB Lab)

In 2022 IDB Lab held the tenth edition of [WeXchange](#) in Miami. This annual event is the most significant gathering of LAC women entrepreneurs in STEM who come together to discuss, learn, and exchange innovative solutions to boost their business. In 2022, WeXchange had the participation of 200 of the Region's most innovative ecosystem players committed to gender equality and counted with the participation of over 100 investors and venture fund managers. The event is centered around a pitch competition, in which 15 selected women entrepreneurs presented their companies and investment ideas to potential investors. Selected startups also participated in a STEM bootcamp, organized with Google, which included tailored workshops and 1:1 expert mentoring.

- 2.28 **Gender Parity Accelerators (IPG).** IPGs (for its acronym in Spanish) continued expanding their network in 2022, generating relevant knowledge for decision making, raising awareness with key economic policy players in the public and private sectors, and contributing to gender mainstreaming in policy-based lending that supported institutional and legislative reforms (**Box 5**).

Box 5. Gender Parity Initiative 2022 progress

The high-level partnership between the IDB, IDB Invest, World Economic Forum, and the French Development Agency is a convening mechanism of public and private sectors to catalyze efforts towards improving women's participation in the labor market, closing gender income gaps, and boosting women's leadership. In 2022, the IPG network was expanded: Ecuador, Mexico and Honduras began the process of creating an IPG, totaling nine IPG in Latin America and the Caribbean.²¹

In 2022, economic gender gaps studies were prepared for Ecuador, Mexico, and Honduras, and [three webinars](#) were offered to the IPG network: two focused on sharing best practices for the corporate sector on how to recover from the economic hardship created by COVID-19, focusing in the areas of tourism, manufacturing, Fintech and financial institutions, and one presented LAC results of the Global Gender Report.

After 7 years of operation, in 2022 the methodology of the IPG was revised. Going forward, in an effort to achieve better results, the IPG action plans will focus on fewer actions and sectors. Priority will be given to sectors with more opportunities for women's labor participation. The action plans will include the development and financing of pilots that can be evaluated and, if successful, adapted and scaled. Other areas where the IPGs will strengthen their work are generation and dissemination of knowledge, the systematization of good practices, and the evaluation.

E. Communications

- 2.29 In 2022, the IDBG G&D communications plan focused on bringing awareness to evidence-based solutions, offering new approaches to old issues. In this period, the IDBG implemented six targeted communications campaigns organized around G&D international days and one for the GDLab.²² IDBG communications campaigns were led by SCL/GDI in coordination with the other windows and sectors of IDBG. This has been an opportunity to generate synergies, reaching wider audiences, and giving stronger, clearer messages on thematic issues (examples in [Box 6](#)).

Box 6. Examples of Gender and Diversity communication campaigns 2022

The International Day for the Elimination of Violence Against Women campaign (SCL/GDI and IFD/ICS) focused on the promotion of a [technical tool](#) on case management for gender-based violence survivors. Email marketing tailored to specific country audiences gave one of 2022 best results relative to other emails sent to G&D audiences. Open rates reached above 40% (annual average for emails sent to G&D audiences was 28%) and click through rates above 14% (annual average was 3%). Together with organic social media dissemination and a LinkedIn paid campaign, these efforts resulted in an increase in product downloads by more than 350%, with 7,000 downloads. Efforts were coordinated between SCL/GDI and IFD/ICS, which resulted in a shared visual identity, blog posts, and an in-person intervention in the IDB HQ showing data on gender-based violence in the region. Cooperation led to better results and an increase in online conversation.

[The International Day Against Homophobia, Transphobia and Biphobia campaign \(SCL/GDI\)](#) centered on actions for the inclusion of LGBTQ+ individuals in health and education. The event "LGBTQ+ inclusion in healthcare and education: Towards solutions for a diverse region" discussed promising practices on this subject and had 353 persons registered. A [blog](#) post on the same subject was published in the SCL/GDI blog *¿Y si hablamos de igualdad?*, as well as in [Ideação](#), the Brazil Country Office blog.

²¹ The first IPG in LAC was launched in Chile in 2016. Since then, they have been implemented in Chile, Panama, Argentina, Costa Rica, Colombia, the Dominican Republic, Ecuador, Mexico, and Honduras.

²² International Women's Day, International Day Against Homophobia, Transphobia and Biphobia, and LGBTQ+ Pride Month, International Afro-Latin American, Afro-Caribbean and Diaspora Women's Day, International Day of the World's Indigenous Peoples, Call for proposals of the GDLab, International Day for the Elimination of Violence Against Women, and International Day of People with Disabilities.

- 2.30 IDBG leadership's voices were present in events, Op-Eds and blog posts focused on G&D issues. In 2022, IDBG had 30 successfully placed Op-Eds (27 from IDB, 3 from IDB Invest), 8 interviews and relevant mentions on traditional media (5 from IDB, 2 from IDB Invest and 1 from IDB Lab), and 1 press release. One example was the event [Women transforming the future of Latin America and the Caribbean](#), part of the events of the 2022 IDBG Annual Meeting. The event reached 63,366 views on YouTube in Spanish and 4,411 in English, and the live stream recording became the third-best performing video in the IDB Spanish YouTube channel and the first best performing video in the IDBG's English Channel in 2022.
- 2.31 In 2022, all blogs from the IDBG made at least one post on a G&D topic. The IDBG published 200 blog posts in total on G&D subjects: 60 of them were in English, 122 in Spanish, and 18 in Portuguese. The analysis of blogs shows that 166 were from IDB and the other 34 were from IDB Invest.²³ Gender was the most common topic among the blogs, with 142 posts. Amongst the blogs on diversity, 24% of the posts were on LGBTQ+ inclusion, 14% on PWD, 10% on IP, 5% on AD, 9% on diversity in general, and 38% on intersectional topics (such as gender and AD or gender and IP). 28% of IDB blogs were from *¿Y si hablamos de igualdad?* the blog dedicated to G&D, while 72% were from blogs of different sectors, which shows the extent of G&D mainstreaming present in other sectors' communication efforts. Blog posts also included collaborations with external institutions, like the World Economic Forum in a post on [the results of their Gender Gap Report](#) or a blog post on [the importance of gender budgeting](#) reflecting on the key messages from a joint event of the IDB, IMF, UN Women and the OECD.
- 2.32 As mentioned in the GDAP 2022-2025, the IDB has established two metrics dashboards to facilitate the measurement and evaluation of communication on G&D actions across the IDB. They serve as a "live platform" and are updated annually according to the annual communications plan. The first dashboard tracks indicators on gender- and diversity-specific dissemination initiatives executed through IDB's social media channels. The second dashboard includes information on IDB gender- and diversity-specific blogs, publications, and courses. In the future, combining data from these dashboards with information on social media share of voice and changes in online conversation could provide valuable insights. New efforts are needed to generate the data for this type of analysis.
- 2.33 IDB Invest's communications plan included positioning IDB Invest as a partner of choice for gender lens investing through the Ring the Bell Initiative for Gender Equality, partnering with 17 stock exchanges in the region to celebrate International Women's Day and participating in key panels in the UN Climate Change Conference to position the importance for IDB Invest of the intersection between gender and climate and IDB Invest's work with the private sector in that space. The 2022 International Women's Day campaign, which included the Ring the Bell programming, had an engagement of 230,000 users (up from 212,000 in 2021) through different social media channels.
- 2.34 In 2022, IDB Lab used its communication channels to highlight the relevance of innovation in reducing G&D gaps and to raise awareness regarding new opportunities for women and DPG across IDB Lab's challenges and initiatives. The two most significant campaigns in 2022 were: (i) the WeXchange initiative, with a combined audience of over 12,000 individuals, that connected women

²³ IDB Lab does not have an active blog.

entrepreneurs with mentors and investors; and (ii) the campaign on the Gender and AI innovation challenge, which promoted gender equality through data governance and mitigation of algorithm bias. Annually, IDB Lab anchors the communications plan in March with a special emphasis on International Women's Day.

F. Capacity building in the IDBG and among counterparts

- 2.35 Capacity building activities conducted during 2022 had the aim of increasing the IDBG G&D results by strengthening the capacity of the IDBG, project executing agencies and clients.
- 2.36 The ABCs of mainstreaming gender into operations course, designed by VPS, SCL/GDI, and KIC, was finalized and uploaded to the IDB's learning platform in 2022. Starting in 2023, the training is mandatory for VPS, VPC and IDB Lab staff and consultants. It is also available to the rest of the IDBG. In 2023 the Bank will design a campaign to promote the use of these materials.
- 2.37 **Learning Events and Trainings.** One way the IDBG increases capacity to mainstream G&D is through learning events. In 2022, the IDBG hosted 85 learning events that incorporated G&D, of which 76% focused on gender, 5% on diversity, and 19% on both. Learning events were hosted by 16 different divisions and six country offices. IDB hosted 82 events and IDB Invest hosted three events (examples in [Box 7](#)).
- 2.38 Gender learning events centered on economic and job recovery after the COVID-19 pandemic, gender budgeting, women-owned business financing, women migrants, human trafficking, systems of care, and the digital transformation. Diversity learning events focused on how to create a diversity strategy, inclusive transportation, and generating institutional capacity for the inclusion of PWD. Two of these events were centered on the LGBTQ+ population, highlighting the need of institutional strengthening to respond to this population and their inclusion in the education and health sectors.

Box 7. Examples of 2022 learning events and trainings

2022 BID Academy Knowledge Week (KIC)

The objective of this 5-day event was to promote new approaches to the region's priority challenges, with a [specific day](#) dedicated to G&D. The agenda included a fireside chat on masculinities with high profile panelists, a panel on innovations using digital technology and behavioral science to prevent gender-based violence, and a masterclass on new perspectives to the labor market with gender lens, taught by distinguished development professors to students from *Universidad de los Andes* and many others online. The event had 30.115 views in total (YouTube, LinkedIn, Facebook, Zoom) and 3.777 interactions from the audience, the third highest result among the five topics covered during that week.

Regional Workshop on Gender-Based Violence Policing (IFD/ICS)

This five-day event addressed the technical day-to-day SGBV case management in six countries of the Caribbean: The Bahamas, Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago. High level international experts exchanged experiences and lessons learned with senior law enforcement officers responsible for managing Dedicated Domestic and Sexual Violence Units.

Gender budgeting training in Chile (IFD/FMM)

The objective of these 4-session training requested by the Government of Chile was to provide technical staff of the Chilean Budget Directorate (DIPRES) with the conceptual framework of gender budget as a fiscal management tool to contribute to gender equality in public policies and learn from the experience of countries in the LAC region that have made progress in the inclusion

of the gender perspective in the budget cycle. The main concepts and methodologies used were presented as well as the lessons learned and challenges from the experiences of Argentina, Colombia, Paraguay, and Mexico.

IDB Invest Sustainability Week (IDB Invest)

The objective of this three-day event was to share best sustainability practices with IDB Invest clients. In 2022 the event was carried out in Miami and included one panel on gender lens investing, featuring two investment funds investing in Central America and Jamaica, and Pichincha Bank, a leader in investing in women's banking needs. 500 participants attended the on-site event. An online panel focused on women and cryptocurrency. The event also included an online training on how to build a diversity strategy, and another one how to integrate women-led businesses in value chains, delivered by WeConnect International. The online program was attended by 8,752 virtual participants. Overall, 3,043 companies attended or connected to the event.

III. IDBG PROJECTS THAT SUPPORT GENDER AND DIVERSITY

A. Supporting gender and diversity in project design

- 3.1 The main vehicle for supporting G&D through IDBG operations is mainstreaming into project design. Following the general criteria established in the CRF 2020-2023²⁴, support for G&D for IDB, IDB Invest, and IDB Lab operations requires that the project documentation include all of the following three elements: (i) an analysis of the development problem or gap related to the strategic priority; (ii) at least one activity/solution that addresses the development problem or gap; and (iii) at least one indicator in the project results matrix (or policy matrix for PBLs) that relates to the development problem or gap.
- 3.2 According to the CRF 2020-2023 the indicator may be at any level – an output indicator, specific objective indicator, or general objective indicator. It is important to note, however, that IDB Invest does not consider a diagnostic or a general action plan as a valid output indicator.
- 3.3 During 2022, the IDB made significant progress mainstreaming G&D into project design, surpassing the CRF target,²⁵ and in the case of gender, also exceeding the GDAP target ([Annex V](#)). The percentage of IDB projects approved in 2022 with GSA reached 86%.^{26, 27} This result represents a significant increase from the 2019-2021 baseline (65%) and from the 2021 result of 76% GSA ([Figure 5](#)). 74% of these projects were investment loans, 20% were PBLs, and 6% were IGRs. The result for 2022 is the highest ever achieved by the IDB, exceeding the 2020-2023 CRF target of 70% and the GDAP target for 2022 and 2023 of 75%²⁸ (Examples for the three windows are included in [Box 8](#)).
- 3.4 During 2022, 73% of IDB Lab approved projects supported gender equality, significantly exceeding the 60% target for 2022-2023. This represents an

²⁴ For more details about the criteria, please refer to the general criteria of the [CRF 2020-2023 Technical Guidance Note](#).

²⁵ The progress of the CRF indicators is available in a [public website](#), including GSA and DSA.

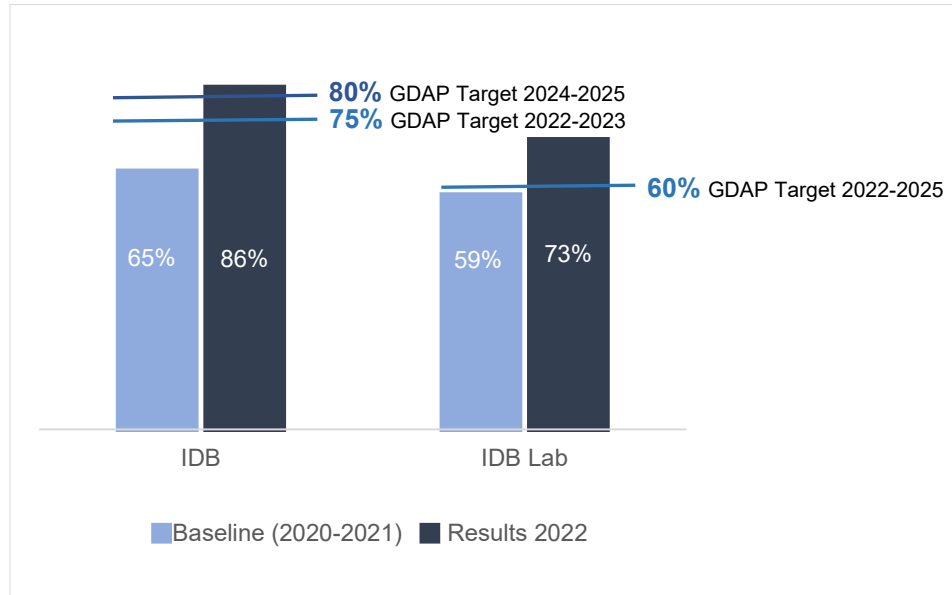
²⁶ The universe of SG loans used for this calculation includes two Special Development Lending (SDL) operations approved by IFD/FMM. The policy matrix of SDL loans includes the same conditions as agreed between the Country and the IMF, with no possibility of being aligned with gender and/or diversity.

²⁷ Two Contingency Loans for Natural Disaster Emergencies (AR-O001 and CH-O0008) led by IFD/CMF were also approved with GSA. According to the CRF and Annual Business Review, the IDB reports on Contingent Credit Lines separately from SG loan approvals.

²⁸ In 2022, 77% (64/88) of projects approved with GSA were also aligned with the Employment Action Framework with a Gender Perspective (MAEG) which aims at supporting IDB's response to economic recovery in the region. This reflects a systematic integration of employment and gender equality issues in project design.

increment of 13 percentage point (pp) in projects with gender alignment compared to the 2019-2021 baseline of 59% (**Figure 5**).

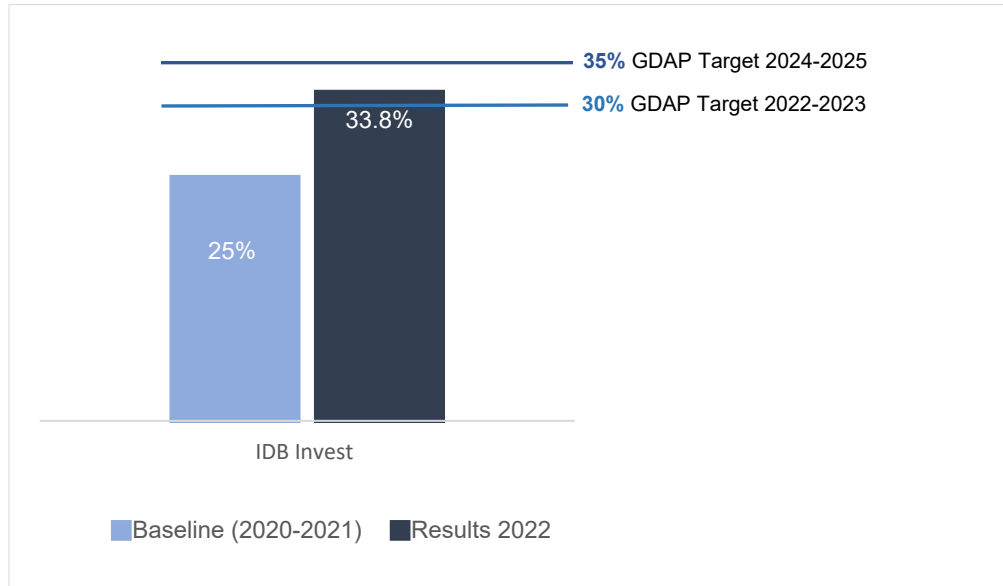
Figure 5. Percentage of IDB and IDB Lab projects approved in 2022 that support gender equality



- 3.5 In 2022, IDB Invest increased the share of committed projects that contribute to G&D²⁹ to 33.8%, surpassing the target established in the GDAP for 2022-2023 of 30%, and above the 2019-2021 baseline of 25% ([Annex VI](#)). However, IDB Invest experienced a decline of 6.2 pp compared to 2021. This was an exceptional year for IDB Invest in terms of demand for financing, particularly gender bonds, and is considered an outlier in IDB Invest's performance in terms of gender contribution (**Figure 6**).

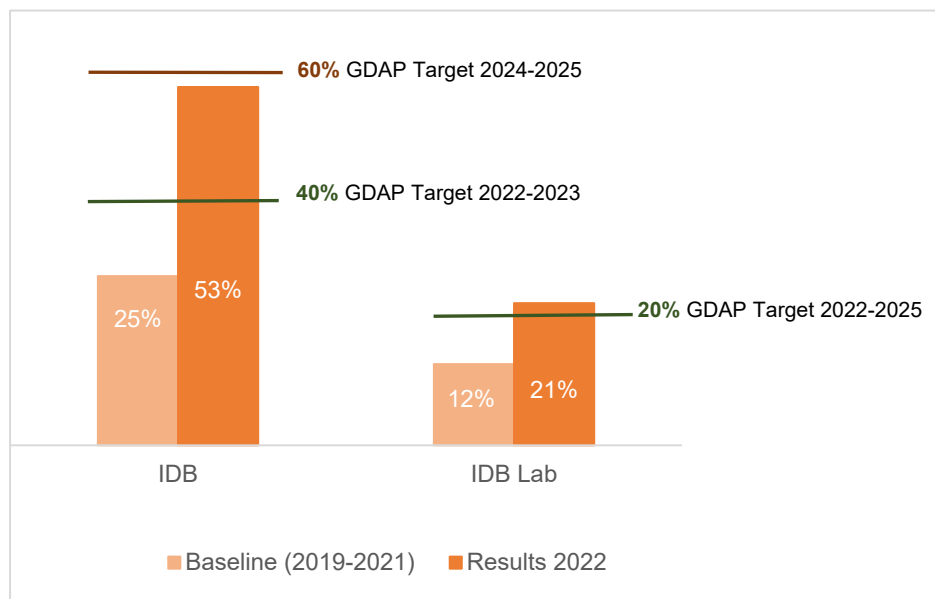
²⁹ This indicator for Gender, Diversity, and Inclusion refers to committed transactions.

Figure 6. Percentage of IDB Invest projects committed in 2022 that support gender equality



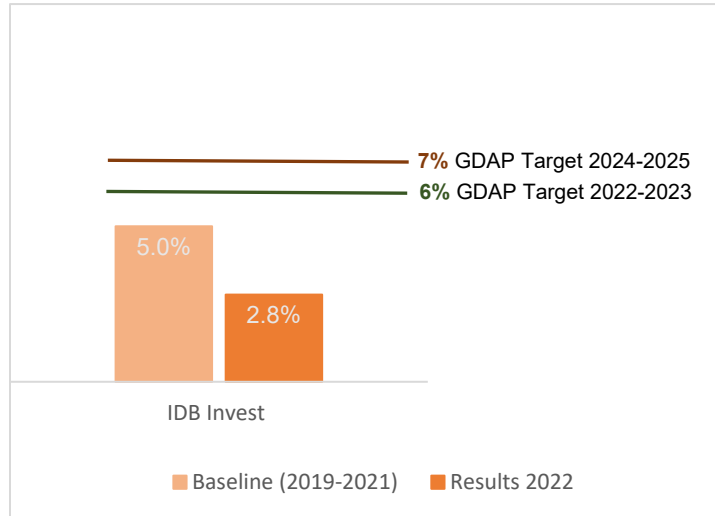
- 3.6 The percentage of IDB projects approved in 2022 with DSA reached 53%, a significant increase from the 2019-2021 baseline of 25% and from the 2021 result of 37% (**Figure 6**). 81% of these projects were investment loans, 13% were PBLs and 6% were IGRs over US\$3 million. These results surpassed the CRF target for the 2020-2023 period of 20%, the GDAP target for 2022-2023 of 40%, and is 7 pp away from reaching the GDAP 2025 target of 60% (examples for the three windows are in **Box 9**).
- 3.7 During 2022, 21% of IDB Lab approved projects supported diversity, surpassing the 12% baseline and the target set for 2022-2023 of 20% (**Figure 7**).

Figure 7. Percentage of IDB and IDB Lab projects approved in 2022 that support diversity



- 3.8 IDB Invest's number of committed projects that support diversity represented 2.8% in 2022, 2.2 pp below the 2019-2021 baseline, and below the target established in the GDAP for 2022-2023 of 6% (**Figure 8**).³⁰

Figure 8. Percentage of IDB Invest projects committed in 2022 that support diversity



Box 8. Examples of projects that support gender in design

Guyana utility scale Solar Photovoltaic program -GUYSOL- (GY-G1007, INE/ENE)

This IGR aims to support the diversification of Guyana's energy matrix towards the use of climate-resilient renewable energy sources in the electricity generation matrix. It includes training and apprenticeship programs for women and PWD. Women make up 16% of workers in the mining and energy sectors in Guyana, while PWD typically face low levels of education due to barriers to access, leading to social and economic exclusion. To tackle the G&D gaps in the energy sector, this project will include training programs for women in solar installation, with a focus on technical skills, safety, job readiness, and climate justice. A total of 50 women will be certified in solar PV installation, and all will participate in an 8-month paid apprenticeship program. Additionally, the project will finance 10 apprenticeships for 1 year in project management-related areas that advance renewable energy, with a focus on G&D in hiring apprentices for Guyana Power and Light Inc. The apprenticeship program will have a 50:50 gender ratio, and at least 20% of the apprentices selected will be PWD.

Public Management and Transparency for Competitiveness Program II (ME-L1322, IFD/ICS)

The main objective of the programmatic series is to help increase the country's competitiveness. One of the project's specific objectives is to promote a more inclusive business climate, particularly for women entrepreneurs. Concretely, this operation will support gender equality and the empowerment of women, through activities to reduce transaction costs that prevent women entrepreneurs from formalizing their companies as well as will contribute to the development of women's entrepreneurial competencies by strengthening their exports capacities. To monitor the progress of these goals, the project included one GRR indicator at the level of outcome of percentage micro, small and medium enterprises (MSME) led by women or with senior partners that are women from 25,5% to 28% at the end of the project. It also included three GRR at the

³⁰ Note that this number is different from that reported in the CRF because the CRF captures projects that score on the diversity and inclusion additionality criterion captured in the DELTA, which include both diverse and excluded populations. Diverse populations are defined as IP, AD, PWD, and LGBTQ+. While excluded populations includes people excluded due to language, religion, political or other opinion, national or social origin, or other status (e.g., at-risk youth). It also considers factors such as age, culture, literacy, sickness, and dependence on unique natural resources. Exclusion due to gender and poverty, vulnerability/low income is covered under a separate criterion.

level of output: (i) implementation of the *Emprendamos Juntas* program³¹, (ii) functionalities of the T-MEC portal that collect statistics of the interactions of female-led companies, and (iii) the implementation of the second phase of MIPYMES MX that will include a specific module to provide online support for women-led export companies.³²

Strengthening Fiscal Policy and Management Programme to Respond to the Public Health Crisis and Economic Effects of COVID-19 in Jamaica II (JA-L1088, IFD/FMM). The general objective of the program is to strengthen the efficiency and effectiveness of public policy and fiscal management in response to the health and economic crisis caused by COVID-19 that considers the particular needs and priorities of women, through the design and implementation of effective and fiscally responsible policy measures. In this context, the project included one indicator at the level of outcome "Female representation in the Boards of Public Bodies" which is expected to increase from 20% to 30% at the end of the project. It also included one output related to the approval of Jamaica's Sexual Harassment Act.

La Hipotecaria Warehousing Facility Panama (12577-02, BID Invest). The general objective of this operation is to increase access to finance for social housing. The estimated additionality was to provide advisory services to support *La Hipotecaria* in designing their gender institutional strategy, as well as measuring the development impact of their mortgage solutions towards women. The advisory component will finance technical assistance to develop an action plan to close gender gaps identified during the diagnostic and an advisory to build capacity for sex-disaggregated data collection.

Finanzauto BIC A/B Loan for productive financing to MSMEs Colombia (13993-01, IDB Invest). In the context of the funding provided to this financial intermediary to on-lend to MSMEs for the purchase of cars and the financing of the institution's clean energy cars loans, Advisory Services will support the developing of a value proposition for the women's market, including a diagnosis, portfolio segmentation and analysis, market study and action plan to execute the strategy.

Somos Una: Technology and collaboration to prevent Gender Based Violence (UR-T1271, IDB Lab)

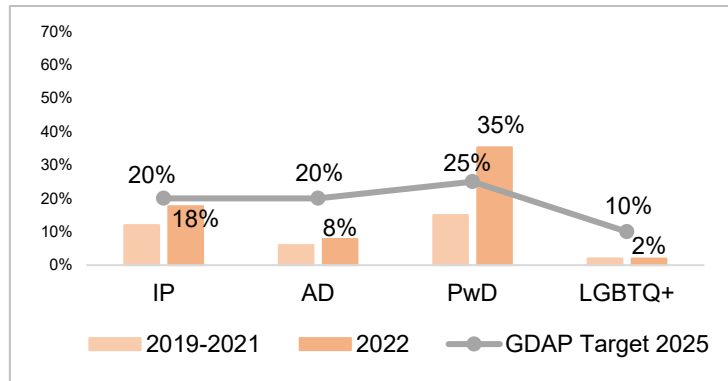
The objective of the project is to pilot an innovative solution that brings together technology, training, and community building, to prevent and support women victims of gender-based violence. With this aim, the project will assess the technological and commercial viability of the prototype "*Somos Una*" which is a gender-designed mobile solution that includes specific functionalities that offer support in cases of gender-based violence in public spaces and in domestic contexts. This solution also includes discussion forums and training to prevent and learn how to act in cases of gender-based violence.

- 3.9 **Proportion of DPG in projects with DSA.** Mainstreaming progress across DPG has been uneven: overperforming on PWD, on track on IP, modest on AD, and stagnant on LGBTQ+. Of the 102 projects approved in 2022, 35% focused on PWD, a significant increase from the baseline of 15% and above the target for the GDAP period 2022-2025 of 25%. The loans that aimed to reduce gaps faced by IPs were 18% of the total, above the baseline of 12%, but still 2 pp below the GDAP target of 20%. Approved projects with focus on AD represented 8% of the total, above the baseline of 6%, but well below the GDAP target of 20%. Finally, 2% of projects approved had a focus on reducing the gaps faced by the LGBTQ+ population, equaling the baseline of 2%, and 8 pp below the 10% target for the GDAP period (**Figure 9**). The number of projects that focused on one DPG grew from 26 in 2021 to 44 in 2022, and the number of projects that focused on two or more DPG remained stable (ten each year).
- 3.10 Of the IDB Invest projects, two projects focused on AD and one on PWD. In turn, eight of IDB Lab's projects focused on IP, seven on AD, two on PWD, and one on LGBTQ+.

³¹ Is a program to strengthen the access to information, transparency, interaction between female entrepreneurs and the generation of inputs for inclusion policies with a gender approach.

³² This project is an example of simultaneous alignment with GSA and MAEG.

Figure 9. Annual IDB approvals of Projects with DSA by diverse population group, 2022



Box 9. Examples of projects that support diversity in design

Program to Support Mobility, Overland Transportation, and Road Safety in the Dominican Republic II (DR-L1140, INE/TSP). This PBL will support the inclusion for PWD in public transport services and a gender action plan for the National Institute for Traffic and Overland Transportation. Activities include data collection of [journey maps](#), the implementation of inclusive practices in the public space, such as the adjustment of universal accessibility in road intersections and pedestrian traffic lights with sound devices for people with visual disabilities; and the improvement the universal accessibility of the bus fleet of public and private operators, including training for drivers' awareness and user service. This project has three diversity related indicators: (i) Percentage of trips made using the Integrated Public Transportation System, broken down by gender and PWD (15% target for each); (ii) Level of user satisfaction with the experience and quality of services, broken down by gender and PWD (88% target for both); and (iii) Percentage of public and private operators' bus fleets accessible by PWD (22% target by the EOP).

Conservation and Sustainable Use of the Ciénaga Grande de Santa Marta (CO-G1014, CSD/RND). The project's general objective is to improve the health of the ecosystem of the Magdalena River delta estuarine system, Ciénaga Grande de Santa Marta, to foster conservation of its biodiversity and ecosystem services. This region is home of 21 of Afro-descendant groups, and there is a gender gap in terms of access to jobs. The project seeks to strengthen environmental governance in a participatory manner, actively involving all actors, especially women, IP and AD. Agroecological vouchers for partial financing of farm plans will be offered, of this 20% must be assigned to women heads of the family, and 20% to indigenous and/or Afro-descendant groups. Furthermore, demonstration farms for connectivity, biodiversity conservation, and sustainable water management will be established for producers, and agricultural technicians to learn about agricultural production with agroecological principles, through the transfer of knowledge and technology. At least 15% of the demonstration farms must be run by women heads of household and 20% must be in indigenous or Afro-descendant communities.

Creation of an integrated strategy for the inclusion of PWD in Cálidda, Peru (13913-01, IDB Invest). The objective of the Advisory Services is to support *Cálidda*, a key player in the energy market in Peru, in integrating PWD as a pillar of their diversity and inclusion strategy. This is the first advisory services project in which IDB Invest addresses specifically PWD, thus contributing to have a better understanding of the labor market, particularly the value of this talent in the workplace. The technical assistance also includes the design of a pilot program to increase the representation of PWD of the company by focusing on recruitment and retention. The company will prepare an action plan with Key performance Indicators (KPIs) to advance the implementation of the program.

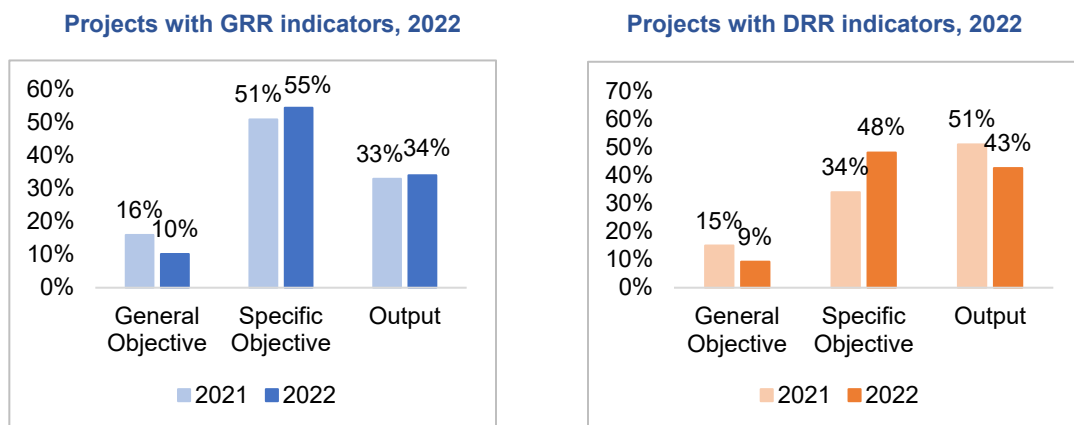
Lucayas Solar Power Ltd, Bahamas (12698-01, IDB Invest). This project financed the development, construction, operation, and maintenance of an 11 Mega-Watt peak photovoltaic solar farm in Freeport, Grand Bahama, The Bahamas. The Engineering and Procurement Contractor (EPC) committed to 10% of its semi-technical workforce to be women. Advisory Services is supporting the transaction by helping the EPC contractor to design a strategy to recruit and retain women in technical areas. The project will begin construction in April 2022.

Legaltech: Legal inclusion solutions for the LGBTQIA+ Community (ES-T1357, IDB Lab)

LGBTQ+ persons face discrimination in access to employment and business opportunities. They are also subject to discrimination in employment and do not have access to empathetic legal services. The lack of information and the inexistence of appropriate channels to access this type of services make this problem an opportunity for legal technology "LegalTech". The project seeks to test a technology-based comprehensive legal services platform, which centralizes the collaboration between allies of LGBTQ+ persons, to reduce legal exclusion. A portfolio of different services will be provided, with emphasis on combating labor and business discrimination 500 LGBTQ+ persons will benefit from the platform, as well as 100 legal professionals who will be sensitized and trained to serve this diverse group. Additionally, the project seeks to benefit 30 large companies or corporations through the implementation of labor and business inclusion standards.

- 3.11 **Gender and Diversity related indicators in project results matrices.** While the inclusion of GRRs and DRRs in project results matrices is a necessary condition for all projects with GSA and DSA, the level of indicators can be considered a proxy for quality mainstreaming at entry. Projects that include impact or outcome indicators are more ambitious than those that only include output indicators. While progress over the last few years has been solid in this regard for GRRs across project approvals, in 2022 GRR saw little change, while DRRs had a significant improvement.
- 3.12 Of all IDB projects approved in 2022 with GRRs in design, 10% included at least one indicator related to the general objective and 55% one indicator related to specific objectives in their results matrices. 35% of the projects with GRRs only had output indicators (**Figure 10**). A total of 65% of projects approved with GRRs included indicators related to the general or specific objectives, slightly below the baseline for 2019-2021, which was 67%. For the case of DRRs, of all the projects with DRRs approved in 2022, 9% had at least one indicator related to the general objective, 48% had at least one indicator related to the specific objective and 43% only included output indicators. Compared to the baseline of 49%, in 2022 there was a significant improvement in the quality of DRRs which increase to 57% with indicators related to the general or specific objectives.

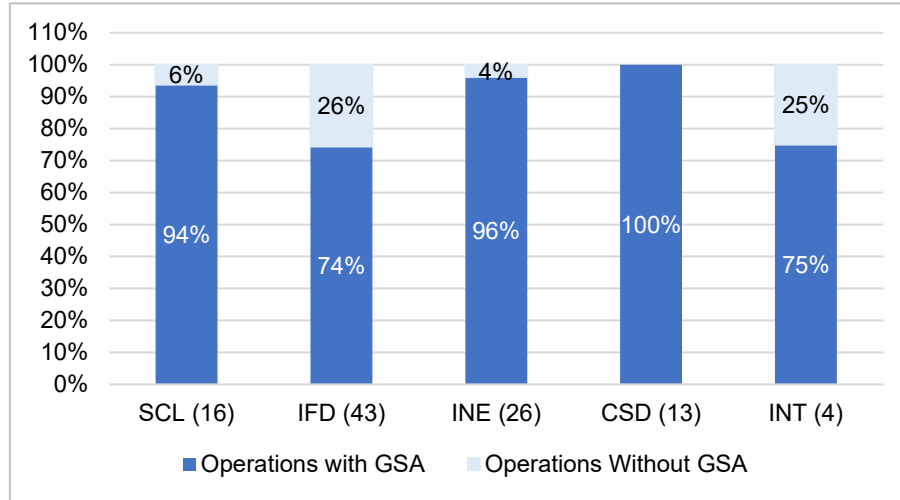
Figure 10. Percentage of projects approved in 2022 with DRRs or GRRs, by the highest level of indicator



- 3.13 **Support for gender and diversity across IDB Sectors.** The Climate Change and Sustainable Development Sector (CSD) led in gender mainstreaming with 100% of their loans approved in 2022 with GSA, and the Infrastructure and Energy Sector (INE) followed with 96%, while SCL reached 94%. The Integration and Trade

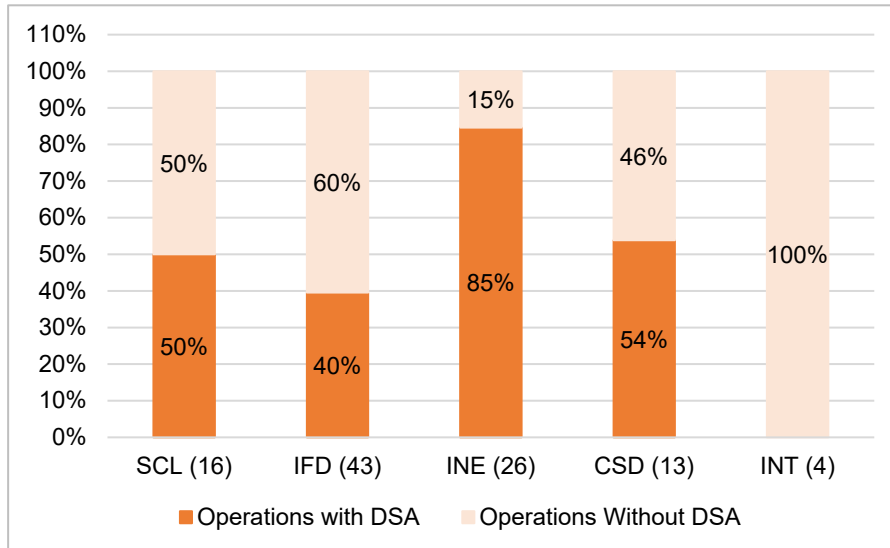
Sector (INT) and the Institutions for Development Sector (IFD) reached 75% and 74% of loans approved with GSA, respectively. In terms of number of loans, the sector with the highest number of operations with GSA was IFD (32), followed by INE (25). SCL approved in total 15 operations with GSA, CSD approved 13 and INT three (see [Annex V](#) for details by division).

Figure 11. Percentage of projects approved in 2022 with GSA approved by sector³³



- 3.14 With respect to diversity, INE led with the highest number and proportion of their loans approved with DSA, 85% of all approvals. CSD followed with 54% of its loans approved with DSA, while SCL had 50% of its operations with DSA, IFD 40% and INT did not have any approvals with DSA (**Figure 12**).

Figure 12. Percentage of Projects approved in 2022 with DSA approved by Sector³⁴

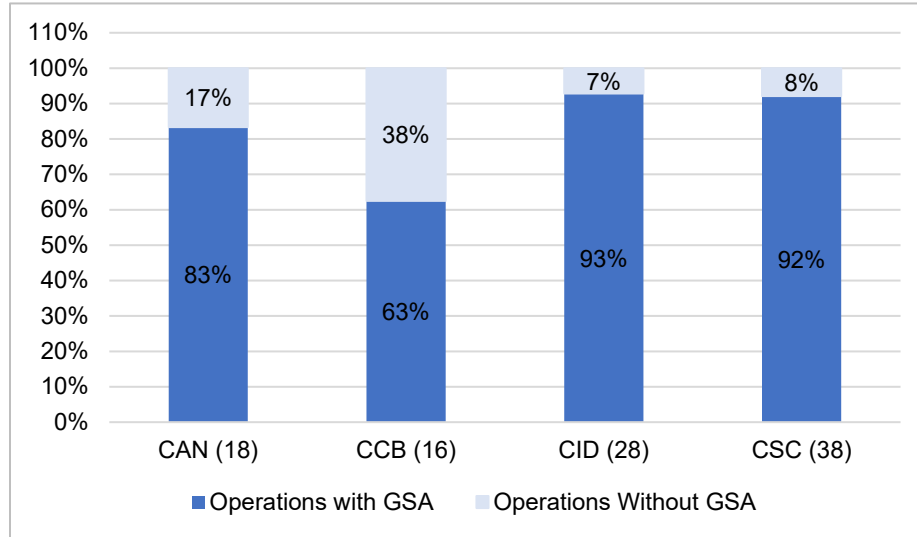


³³ Numbers in parentheses in the legend by sector represent the total number of projects approved during 2022.

³⁴ Numbers in parentheses in the legend by sector represent the total number of projects approved during 2022.

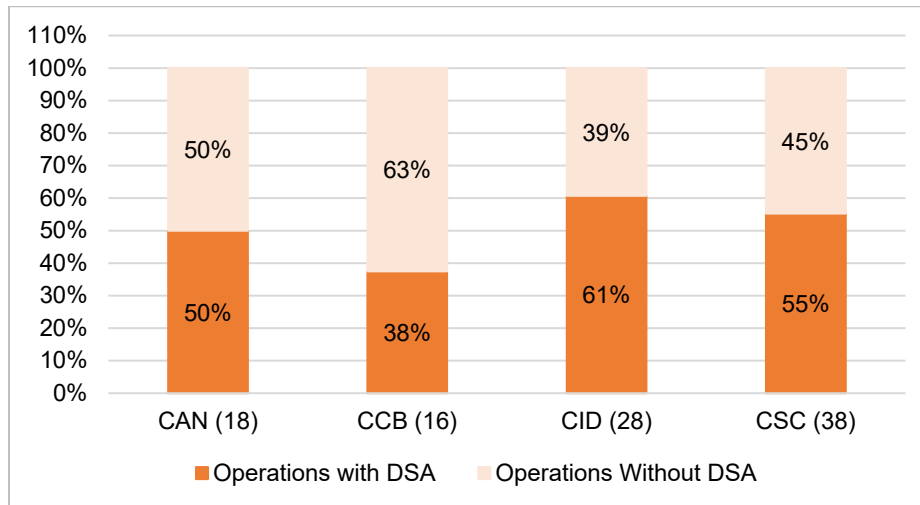
- 3.15 **Support for gender and diversity across IDB Departments.** In terms of regions, the Country Department for Central America, Haiti, Mexico, Panama & Dominican Republic (CID) led with 93% of its operations mainstreaming gender, followed closely by Country Department Southern Cone (CSC) with 92% GSA. The Country Department Andean Group (CAN) had 83% GSA and the Country Department Caribbean Group (CCB) had 63% of their operations with GSA (**Figure 13**). 13 countries had 100% of their operation aligned with gender, (see [Annex V](#) for details by country).

Figure 13. Percentage of projects with GSA approved by country department 2022³⁵



- 3.16 In terms of diversity mainstreaming, CID had the highest percentage of approvals with DSA for 2022, with 61%, followed by CSC with 55% and CAN with 50%. CCB in turn, had 38% of its projects aligned with diversity (**Figure 14**).

Figure 14. Percentage of projects with DSA approved by country department 2022³⁶

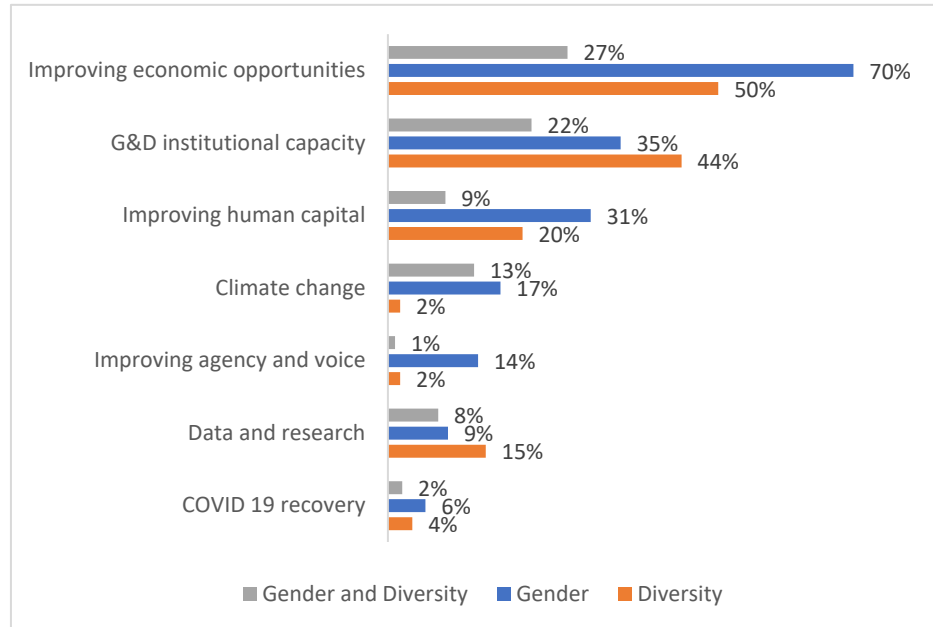


³⁵ Numbers in parentheses in the legend by sector represent the total number of projects approved during 2022.

³⁶ Numbers in parentheses in the legend by sector represent the total number of projects approved during 2022.

- 3.17 **Support across GDAP's strategic lines of action 2022.** In 2022, all IDB operations approved with GSA or DSA contributed to one or more of the strategic lines of action in the GDAP. Improving economic opportunities received the highest level of attention with 70% of projects approved with GSA and 50% of the ones approved with DSA (**Figure 15**). Other prominent thematic issues were the generation of institutional capacity, with 35% for projects with GSA and 44% for DSA. 31% of projects with GSA contributed to the improvement of human capital as did 20% of the ones with DSA.

Figure 15. Percentage of SG operations supporting gender and/or diversity that address GDAP strategic lines of actions (grouped by thematic issue). 2022



- 3.18 **Operations that address both G&D issues.** During 2022, 49% of IDB projects supported both G&D issues within the same operation, compared to 33% in 2021. 68% of these operations mainstreamed a focus on gender equality and PWD, 34% included actions focused on gender and IP, 16% addressed gender and AD, and 4% included actions on gender and LGBTQ+ inclusion.
- 3.19 **Intersectional approach in operations.** The IDBG's commitment to expand the inclusion of G&D considerations in its operations goes beyond the boundaries of these two categories. It consists of a more comprehensive line of action to increase the number of operations that use an intersectional approach to better address the heterogeneity and the multiple determinants of exclusion associated with each individual's identity³⁷. However, progress towards this goal is still incipient. Of all IDB projects approved in 2022, only three included gender and/or diversity actions with an intersectional approach in their design (**Box 10**).

³⁷ See for example [Brechas y desafíos socioeconómicos de los pueblos indígenas de América Latina: retos para el desarrollo con identidad](#) and [Sexual and Gender-based Violence: Road Map for Prevention and Response in Latin America and the Caribbean](#)

- 3.20 **Operations supporting gender and/or diversity that address climate change.** 32% of the IDB projects approved during 2022 with GSA and/or DSA also addressed climate change.

Box 10. Examples of loans with an intersectional approach approved in 2022

Support Program to Improve the Quality of Social Spending (GU-L1183, SCL/SPH). The operation includes the development of a communication strategy to promote gender equality and is delivered in the national languages of Guatemala. It also supports the development and implementation of an intercultural healthcare plan to strengthen measures for cultural relevance aimed at indigenous women and women with disabilities. The program will increase the number of personnel trained in intercultural healthcare by 35% in two prioritized regions. These outcomes, in turn, will help reduce maternal mortality in Guatemala.

Digital Panamá (PN-L1171, IFD/ICS). This project will contribute to reduce the cost incurred when buying or selling goods or services to the government by investing in building digital skills among citizens and the public and private sectors. It includes a digital skill-building project for the economic empowerment of indigenous women with the potential to be adapted for other groups. One thousand indigenous women from Panama will be trained, with a minimum of 30 hours of training, in the practical use of digital technologies for their economic empowerment and the use of digital public services. Additionally, another 2,000 indigenous women will benefit from the training program by choosing specific modules related to their interests. The results will be measured by an indicator at the outcome level related to the number of indigenous women trained in using digital tools and services.

Sustainable and Inclusive Belize (BL-L1041 & BL-J0003, CSD/RND). The general objective of this operation is to improve incomes and promote sustainable livelihoods in the agriculture and tourism sectors. Green Innovation Vouchers will be provided to farmers to partially finance the implementation of their farm plans with the support of the technical advisers (TA). 25% of vouchers will be reserved for women, and 15% to indigenous farmers. When providing TA, special schedules, as well as childcare options, will be considered to ensure women participation in the sessions. Eligibility criteria to receive TA and vouchers will be established in a way that women, indigenous people, in particular indigenous women, migrants, and Afro-descendants will benefit from the project. The project will measure women empowerment using the Women's Empowerment in Agriculture Index and it also has milestones for other two impact indicators (i) female-led migrant household income; and (ii) female employment in MSMEs created in tourism and agriculture sectors.

Mendubim Solar PV Power Project (13473-01, IDB Invest). Building on New Juazeiro's and Casablanca projects experience, IDB Invest is replicating and incentivizing a diversity program to employ Afro-brazilian men and women in the construction of 13 solar plants in Brazil with a combined capacity of 452.41 MWac. The client has committed that 8.3% of their workforce working directly in construction-related functions will be women, and that 35% of these women will be Afro Brazilian. It has also committed to 40% of the remaining positions to be held by Afro-brazilian men. The client has yet to report the results formally, but in the latest visit by IDB Invest to the project, IDB Invest witnessed the graduation ceremony of 120 women that were trained to participate in the project.

- 3.21 **IDBG Projects that include gender and diversity analysis.** To advance both the quantity and quality of projects that mainstream G&D, the GDAP 2022-2025 established the development of G&D analysis screening mechanisms. The G&D analysis is conducted as part of the preparation of all IDBG projects with the goals of providing quantitative and qualitative data/information that identifies the gender- and diversity- specific gaps or issues associated with the problem(s) that will be addressed by the project, assessing an intervention's potential contribution to gender equality and diversity, as well as identifying gender or diversity-based

- risks.³⁸ By 2025 the target is that 100% of IDB and IDB Lab projects will include G&D analysis³⁹ and the IDB Invest target for the end of the GDAP period is 50%.
- 3.22 In 2022, IDB teams conducted a G&D analysis in most of the projects that were approved. From the 102 approved projects, 94 (92%) had a gender analysis, and 62 (61%) had a diversity analysis for at least one DPG. This included projects that qualify for GSA or DSA⁴⁰ in addition to six projects that did not achieve GSA and 11 that did not have DSA.
- 3.23 IDB Invest completed a gender analysis of 41% of projects committed and a diversity analysis for 10% of closed projects. The analysis consists of the assessment that a Gender, Diversity and Inclusion officer makes of a project in terms of opportunities to address gaps in employment, access to credit and/or value chains. This analysis includes the review of the information submitted as part of the environmental and social questionnaire, at least one call with the client to collect information on these topics, and it can include the proposal for advisory.
- 3.24 IDB Lab conducted a simplified gender analysis for 73% of projects approved, and a simplified diversity analysis for 21% of projects approved.⁴¹ G&D analyses are done by project teams and are independently reviewed by IDB Invest's Development Effectiveness Division (DVF) to provide teams with an objective assessment and recommendations on how G&D issues can be addressed, so that the project will qualify as GSA or DSA. During 2023, IDB Lab processes will be adjusted to monitor projects not aligned to G&D that have also conducted an analysis.
- 3.25 **Pipeline and screening of all IDB projects.** A cornerstone of the IDBG's renewed approach to G&D is screening for opportunities of mainstreaming and direct investment in the early stages of projects design. This process also helps plan for needs of technical support to ensure G&D are properly addressed. At the beginning of 2022, VPS divisions identified projects with the potential for alignment.
- 3.26 During 2022, IDB Lab worked with the International Center for Research on Women (ICRW) on defining a path forward to enhance its value creation and impact in the G&D space. The aim was twofold, the first focus was on the portfolio by exploring the opportunities for IDB Lab to push frontiers in G&D within its innovation mandate, and the second focused on operations by assessing how to better use available tools and instruments to advance our G&D objectives. The main opportunities for improvement identified by ICRW were: (i) invest in

³⁸ Gender and diversity-based risks, or safeguards, are specifically addressed in the guidelines prepared for each of the performance standards of the [Bank's Environmental and Social Policy Framework](#) and are assessed by VPS/ESG.

³⁹ The criteria to assess G&D analysis inclusion in IDB projects is: (i) if the project has no gender or diversity activities, the analysis should explain that there are no G&D gaps to address; ii) the project includes an analysis of the gaps and the proposal of activities but without the possibility of contemplating indicators or iii) the project proposes activities and/or indicators, but there is not a solid diagnosis due to the lack of data.

⁴⁰ If a project is aligned with gender and/or diversity, it means that it implicitly has a G&D analysis developed in the project.

⁴¹ IDB Lab uses a simplified G&D analysis on its operations which includes a paragraph to diagnose the gender or diversity issue and provides G&D related data or statistics. These simplified analyses are well suited for small ticket sizes, startups, and other early-stage IDB Lab clients. In 2022 IDB Lab only gathered information of the inclusion of these analyses for projects that supported gender and/or diversity—and all of them included the simplified G&D analysis.

measurement, particularly with respect to diversity; (ii) implement systematic tools and processes for mainstreaming; (iii) include G&D as part of IDB Lab's digital transformation agenda; (iv) strengthen IDB Lab staff working on G&D; (v) adopt an innovation focus for G&D, utilizing direct investment as an innovation tool; and (vi) focus IDB Lab G&D work on economic opportunity and human capital. In addition, to increase the number of operations focused on G&D IDB Lab used an innovation challenge as a sourcing strategy (**Box 11**).

Box 11. Example of a good practice in gender and diversity innovation

Gender and Artificial Intelligence (AI) Challenge (IDB Lab)

Within the framework of the fAIr LAC initiative, IDB Lab launched an open innovation challenge to identify, pilot, and accelerate technological solutions based on AI that would contribute to reducing bias and discrimination based on sex and gender. The purpose of this call was to find solutions to leverage the inclusion of women, with a focus on low-income groups that (i) promoted G&D equality and social inclusion through data governance and strategies to mitigate potential biases in the algorithms used; (ii) explored the potential that AI and machine learning have to address the gaps related to G&D; (iii) used key indicators to measure results; and (iv) included mechanisms to enable the scalability of the solution.

Of 66 proposals received, 24 were pre-selected by sector experts to participate in a boot camp with specialized content to incorporate diversity and inclusion approaches in technological development and individualized mentoring to work on their final projects. 11 solutions⁴² were selected after an eligibility and due diligence analysis process, they could potentially receive the financing for implementing their solution in one of the IDB's 26 borrowing countries.

- 3.27 **Gender and diversity strategic alignment validation process.** In accordance with the CRF 2020-2023 Technical Guidance Note, the IDB carried out a G&D assessment in all stages of the Eligibility Review Meeting (ERMs) and Quality and Risk Review (QRR) of all IDB loans and IGR above US\$3 million. In 2022, SCL/GDI reviewed 141 operations in preparation through 90 ERMs and 117 QRRs.
- 3.28 To increase the quantity and quality of projects that support G&D, SCL/GDI developed operational tools and conducted internal training throughout the year:
- i. Direct Investment Checklist. This tool was designed and piloted to better define direct investment criteria and to help IDB project teams determine whether a project is a direct investment by objective or component, based on the criteria outlined in the Annex IV of the GDAP.
 - ii. Capacity building. Through trainings on strategic alignment, direct investment, and office hours, the SCL/GDI team strengthened internal capacities of IDB teams across country offices and sector divisions. Also, thematic sessions by DPG were developed to focus on examples and practical cases of how to best align operations that meet the needs of these groups. In 2022, two sessions (one focused on PWD and one on LGBTQ+) were conducted.
- 3.29 In the context of the New Vision and Business Model proposed for IDB Invest, analyses were conducted to inform an increased ambition on G&D. They included a gender mainstreaming benchmarking and an analysis of historical data to understand IDB Invest's ability to increase its targets regarding G&D. These results

⁴² The selected applicants were Bancolombia (Colombia), C-Minds (Mexico/Colombia), Ethics (Spain/Mexico), Genomawork (Chile), hiSofi (Brazil), Jobecam (Brazil), Munay (Bolivia), Quantil (Colombia), Quipu Market (Colombia), Thermy (Mexico), TxC (Colombia).

are embedded in the New Vision and Business Model. While IDB Invest is already working towards an increased ambition, the capacity to deliver and implement new targets is subject to the availability of the funds required to achieve them.

B. Gender and diversity-focused operations (direct investments)

3.30 Direct Investment in G&D. Direct investments are projects that have gender equality, the inclusion of one of the DPG or the development with identity of IP or AD as their primary objective. Direct investments include loans (both investment and policy-based loans), TCs, IDB Lab projects, and IGRs. Direct investment projects can be stand-alone operations, and loan components that address gender- and diversity gaps/issues as the specific objective of the component of a project.⁴³ In the case of IDB Invest, direct investment as defined for GDAP refers to transactions in which at least 50% of the beneficiaries belong to GDAP populations.⁴⁴

3.31 Direct investments in gender equality from IDB equaled US\$109.8 million in 2022, 34% below the 2021 level of US\$167.2 million ([Table 1](#)). The decline is explained because in 2022 there were no stand-alone gender loans approved, compared to previous years. As in 2021, there were 6 loans that included a specific gender component (examples in [Box 12](#)). Additionally, there were 41 TCs and IGRs of up to US\$3M which main objective was gender equality were approved during 2022 ([Annex VI](#)).

Table 1. IDB direct investments in gender (loans, IGRs, TCs). 2019-2022

Gender							
Year	Loans with gender component	Loans and IGRs > \$3M	TCs and IGRs ≤ \$3M	Yearly total	# of loans with gender component	# of loans and IGRs > \$3M	# of TCs and IGRs ≤ \$3M
2019	N/A*	\$160,000,000	\$13,953,702	\$173,953,702	N/A*	2	28
2020	N/A*	\$100,000,000	\$9,195,612	\$109,195,612	N/A*	1	17
2021	N/A*	\$155,100,000	\$12,191,698	\$167,291,698 ⁴⁵	6	2	30
2022	\$97,677,500	\$0	\$12,184,277	\$109,861,777	6	0	41

*Before 2022 components were not included as Direct Investments

3.32 Direct investments in gender equality from IDB Invest. Direct investments in gender equality from IDB Invest amounted to US\$109 million in 2022, experiencing a fall of 35% from the yearly baseline average of US\$170 million. Several factors influenced this trend. 2020 was an atypical year, at which during the highest of the pandemic, IDB Invest accelerated the deployment of resources, including direct investment, to gender. Additionally, volumes in 2020 and 2021 reflect a characteristic of the early development of the thematic bond market in the region: use of proceeds centered around G&D themes as reflected in the issuance of several (first of its kind) gender-focused social bonds by large and specialized financial intermediaries, a niche in which IDB Invest played a role as a first mover in the development of the market. During 2022, due to macroeconomic conditions, bond market activity decreased globally and in LAC, and most issuers focused on

⁴³ Annex IV of the [Gender and Diversity Action Plan](#).

⁴⁴ IDB Invest operations reported are only financial transactions, no TC/advisory services are included.

⁴⁵ This total was adjusted since the amount of IDB direct investment in gender in the 2019-2021 GDAP included a PBL with a gender component.

broader themes through social and sustainable bonds. During this time, IDB Invest continued broadening the scope of work with financial intermediaries by supporting other relevant key agendas such as food security, blue economy, access to water, social housing; and financial inclusion of vulnerable populations (beyond those considered in the diversity definition but included in the Poverty and Vulnerability KPI) as well as MSMEs through microfinance solutions, reaching women and DPG, even if they were not the sole focus of the financial instrument.

Table 2. IDB Invest direct investments in gender (loans, bonds, equity). 2020-2022

Year	Amount
2020	US\$241,652,061
2021	US\$99,530,652
2022	US\$109,600,822.86

- 3.33 **IDB Lab approved US\$17.5 million in direct investments** in 2022, a 36% increase from the 2021 level of US\$12.8 million. In 2022, four loans and equity projects and 11 TC and IGRs with a specific gender objective were approved (**Table 3**). The increase reflects IDB Lab's approach of using direct investments as a mechanism to try new business models or technologies that can address gender or diversity gaps.

Table 3. IDB Lab direct investments in gender (loans, IGRs, TCs). 2020-2022

Gender					
Year	Loans and EQU	TCP and IGRs	Yearly total	# of Loans and EQU	# of TCs and IGRs
2020	\$0	\$450,000	\$450,000	0	2
2021	\$0	\$12,831,810	\$12,831,810	0	5
2022	\$8,750,000	\$8,778,500	\$17,528,500	4	11

- 3.34 **Direct investments in diversity from IDB** equaled US\$29.8 million in 2022, more than five times the 2021 level of US\$4.6 million, but below the baseline from 2019-2021. As in the case of gender, this is because there was no stand-alone loan on diversity approved in 2022. **Table 4** shows annual investments in diversity between lending and non-lending operations. Three loans approved during 2022 included a specific component on diversity (aimed at reducing gaps for IP, PWD, and AD), and 19 TCs and IGRs of up to US\$3 million had diversity as its main objective (**Annex VII**) (examples in **Box 12**).

Table 4. IDB direct investments in diversity (loans, IGRs, TCs). 2019-2022

Diversity							
Year	Loans with diversity components	Loans and IGRs >\$3M	TCs and IGRs ≤ \$3M	Yearly total	# of loans with diversity component	# of loans and IGRs >\$3M	# of TCs and IGRs ≤ \$3M
2019	N/A*	\$340,000,000	\$6,907,800	\$346,907,800	N/A*	3	12
2020	N/A*	\$40,000,000	\$4,259,497	\$44,259,497	N/A*	1	14
2021	N/A*	\$0	\$4,565,000	\$4,565,000	0	0	21
2022	\$21,069,800	\$0	\$8,777,848	\$29,847,648	3	0	19

*Before 2022 components were not included as Direct Investments

3.35 IDB Invest presented no direct investment in diversity for 2022.

Table 5. IDB Invest direct investments in diversity (loans, bonds, equity). 2020-2022⁴⁶

Year	Amount
2020	\$0
2021	\$0
2022	\$0

3.36 **IDB Lab approved \$9.2 million in direct investments in diversity** in 2022, more than twice the amounts approved in 2021. In 2022, one loan and equity project and 12 TC and IGRs were approved (**Table 6**).

Table 6. IDB Lab direct investments in diversity (loans, IGRs, TCs). 2019-2022

Diversity					
Year	Loans and EQU	TCP and IGRs	Yearly total	# of Loans and EQU	# of TCP and IGRs
2020	\$0	\$821,050	\$821,050	0	6
2021	\$0	\$3,410,000	\$3,410,000	0	2
2022	\$3,000,000	\$6,264,000	\$9,264,000	1	12

Box 12. Examples of loans approved in 2022 with a gender and/or diversity direct investment components

Program to Support the Recovery and Expansion of the Tourism Sector in El Salvador (ES-L1151, CSD/RND)

This operation aims to improve El Salvador's international and national tourism competitiveness, with one of its components exclusively focused on strengthening the productive ecosystem and improving tourism products from a G&D perspective. The project will establish mechanisms to ensure that both the technical and financial assistance programs and the sector training programs prioritize support for women and PWD. Investments are aimed at: (i) women-led enterprises; (ii) strengthening the capacities and employability of women or PWD workers in the sector; and (iii) enterprises and investments that contribute to accessible tourism. Two expected outcomes at the end of the project are: (i) Proportion of women employed in the hotel and restaurant industries with managerial positions (38.7%); and (ii) Proportion of tourist accommodation adapted to meet the needs of people with reduced mobility (20%).

Skills for the Future II: Digital Transformation for Inclusive and Quality Education (BA-L1053, SCL/EDU)

The general objective of this project is to improve the quality and equity of education by supporting the transformation of the education system. One of its components specifically aims to promote a more inclusive education system, for this, the development of an inclusive education policy will be financed. The project will also pilot the implementation of a set of special needs services in select primary schools, including: (i) development and administration of a screening instrument to identify special needs student and their disabilities; (ii) development of individualized education plans to guide education services for these students, based on screening results, (iii) professional development for teachers to use inclusive approaches and to work with individualized education plans; and (iv) provision of assistive technologies (high and low tech) to offer comprehensive services aligned with students individualized education plans. Expected outcomes at the end of the project include (i) Secondary students benefited from new curricula subjects, disaggregated

⁴⁶ Direct investments in diversity refer to committed investments that score at least "Exceptional" or "Yes" in Development Outcome in IDB Invest's DELTA.

by gender (6.600 boys and 6.600 girls); and Percentage of primary schools with physical access for persons with disabilities (14%).

Financing Program for Women Entrepreneurs in Peru (PE-L1272, IFD/CMF)

The general development objective of this operation is to foster inclusive income growth in Peru. Its specific objective is to support expanding the financing investments for Micro, Small, and Medium Enterprises (MSMEs), with particular emphasis on those led by women. A specific component of this operation will improve access to credit, identified as the primary factor hampering the financial inclusion of women's enterprises in Peru. Although some financing products targeting women's MSMEs do exist, spearheaded mainly by microlending institutions and municipal savings and loan associations, it is crucial to expand this offer. Although the market demand will dictate the allocation of resources, the expectation is that women's MSMEs in the retail and services sectors will receive a large share of the resources since most women-led businesses concentrate on these sectors. The operation will provide funds to second-tier loans to the eligible financial intermediary institutions. At the end of the project, average annual sales growth of the beneficiary women's MSMEs are expected to grow by 7.8%, and an average of 55% of a sample of the portfolios of the financial intermediary institutions financed with program resources are expected to be allocated to financing women led MSMEs.

Banco Solidario Diversity and Inclusion Bond, Ecuador (14015-01, IDB Invest). The project supports [Banco Solidario](#) in Ecuador in the issuance of a Social Bond of Gender and Inclusion for an amount of up to US\$30 million. IDB Invest acts as an investor with a subscription for a total amount of up to US\$20 million. The proceeds of the Bond are aimed at expanding the financing to: (i) women; (ii) silver economy; (iii) migrants; and (iv) unbanked microentrepreneurs increasing their productive investments and economic development. The project is reinforced by advisory services focused on: (i) strengthening its value offer of non-financial and financial products and services; and (ii) designing the conceptual framework of the bond issue to ensure that proceeds reach the right beneficiaries, and a second party opinion that provides legitimacy to the bond framework. In its pursuit to the Sustainable Development Goals ("SDGs").

YA Ventures Fund I: Unlocking the Potential of Underrepresented Startup Founders (RG-Q0092, BID Lab)

Start-ups and scale-ups led by women and AD have limited access to financing, compared to their white male counterparts. The US\$3 million equity investment of IDB Lab in YA Ventures fund will address the needs of underrepresented founders, women, or AD, by providing them with flexible capital, adapted to their needs, to increase their scale potential. The fund's investment thesis is centered around eliminating diversity gaps in entrepreneurship in the region—the first such fund in LAC. YA Ventures expects to raise US\$20 million and will deploy these funds with ticket sizes between US\$150,000 and US\$2 million, with equity and debt instruments. All investments will be made to startups that are led by under-represented groups, specifically those led by AD and by women.

- 3.37 VPC defined for this GDAP annual targets for new stand-alone G&D projects in the IDBG pipeline with the aim of proactively pursuing opportunities for direct investments through both policy-based and investment financial instruments. As of December 31st, 2022, the IDB had three⁴⁷ new stand-alone G&D projects in its pipeline and IDB Invest had four,⁴⁸ exceeding the target of four projects for the first two years of implementation of this plan, 2022-2023. Although direct investments are particularly dependent on client's demand, the IDBG will reinforce efforts to keep seeking projects with direct investment in the future.

C. Focusing TC support and creating new financial instruments

- 3.38 **TC Support for Gender and Diversity.** To increase focus on G&D alignment for non-reimbursable TC and IGR operations of up to US\$3 million, the GDAP described a TC-specific alignment criteria (Annex IV of the GDAP) prepared in 2022 by ORP/GCM, SCL/GDI and SPD/SPD. ORP/GCM monitors GSA and DSA

⁴⁷ CO-L1291, DR-L1163, and AR-L1366.

⁴⁸ Banco Sol Gender Bond, Blue Orchard LAC Gender & Diversity Fund, Adopem Gender Bond, and Jardín Azuayo Diversity and Inclusion Bond.

of these projects from information self-reported by IDB project teams in Bank systems.

- 3.39 In 2022, 44% of TCs and IGRs of up to US\$3 million were aligned with gender, surpassing the baseline of 39%, but under the proposed target for 2022 of 50%. TCs and IGRs of up to US\$3 million approved during 2022 aligned with diversity represented 24% of the total of these operations, above the 23% baseline, but below the 30% target proposed in the GDAP for this period.
- 3.40 **Gender and Diversity Partnership Platform.** To respond to the need of mobilizing resources to incentivize direct investments in G&D, provide technical assistance and advice, and enhance knowledge generation in an impactful way. The IDBG put together a unified mechanism to orderly mobilize resources for the IDBG work on G&D: The Gender and Diversity Partnership Platform. The Platform focuses on resource mobilization under three pillars: (i) Direct investment in G&D; (ii) Technical assistance and advice that enhances the quality of strategic alignment at project design and throughout implementation; and (iii) Knowledge generation in an impactful way. The Platform overarching mechanism that combines available instruments to attract investment from more donors for G&D projects and to leverage IDBG resources. This will allow for better coordination of the G&D efforts between IDB, IDB Invest and IDB Lab in countries and across the region, in terms of funds and operations and aligning resource mobilization efforts to the targets in the results matrix of the GDAP. In 2022, the Platform was implemented. With the mechanism in place, conversations with several donors were initiated in 2022 and there was interest from at least three bilateral donors to contribute towards the first two pillars. Agreements will be finalized in 2023 while continuing to engage other external partners.

IV. ACHIEVING RESULTS. PROJECT EXECUTION, MONITORING, AND EVALUATION

- A. Gender and diversity mainstreaming in project execution and completion.**
- 4.1 Monitoring of the GRR and DRR during project execution has been challenging. The size of the IDB's active portfolio, the different stages throughout the life of each operation and the diverse nature of operations, make the process of monitoring results a demanding task. There are two instruments for assessing the progress and achievement of projects results: the Progress Monitoring Report (PMR) that is updated twice a year by project teams (in March and September) to report progress towards the targets included in the result matrix, and the Project Completion Reports (PCR), in which the overall performance of the operation is assessed by the end of its execution phase.
- 4.2 Under the Operational Excellence efforts to improve the impact of IDB's projects, SCL/GDI is collaborating with SPD/SPD on the incorporation of G&D considerations in the new tools to facilitate the monitoring of GRR and DRR throughout the project's life cycle. SCL/GDI also participated in the pilot of the proposed new management meetings,⁴⁹ and in 2023 will continue providing inputs for the reformulation of the PMR platform to include GRR and DRR specific tags. Moreover, SCL/GDI is working on an internal tool to visualize progress of G&D

⁴⁹ The management meetings are spaces for internal IDB dialog where project team leaders and chief of operations review key aspects of the project and recommend adjustments so that the project can be evaluated as successful in the PCR.

activities in projects in execution, which will enable the creation of an early warning system to take corrective measures and improve G&D results.

- 4.3 **Gender and Diversity in projects in execution.** The GDAP report on PMR monitors GRR and DRR indicators included in the results matrices at the operation approval to observe if these are being tracked in the PMR September cycle. 50% of IDB operations in execution in 2022 included at least one GRR indicator in their results matrix in their original design. An analysis of PMRs of 2022 showed that 95% of the projects that included a GRR in their results matrix tracked at least one of their outcome or output indicators in the PMR. This result entails a significant improvement compared to the 78.5% reported for the DAP/GAP 2019-2021 report. With regards to diversity, the proportion of operations in execution in 2022 that included at least one diversity related result in their result matrix was 17%, out of which 91% reported at least one of its DRR in the results of the 2022 cycle. When compared with the PMR diversity result achieved in 2021 (74%), the indicator shows a notable improvement (examples in [Box 13](#)).
- 4.4 IDB Invest monitors and evaluates G&D development outcomes leveraging its Impact Management Framework. Transactions are monitored through the life of the loan using the results matrix and, for transactions where the client committed to a specific gender action plan, through the gender action plan document. As part of its supervision processes, IDB Invest tracks G&D outcomes on an annual basis and updates the DELTA score, accordingly. The G&D categories in the DELTA score allow for a quick identification of projects in the portfolio that contribute to gender and/or diverse populations. In addition, when a project reaches maturity, the XSR is the key document for reporting on the overall achievement of project outcomes and lessons learned from implementation and reports on G&D results, when applicable. As of end of 2022, 86% of the 77 IDB Invest operations in supervision contributing to gender are on track to delivering expected gender results, meaning that they do not present any downgrade in the corresponding DELTA gender criteria.
- 4.5 IDB Lab tracks their projects in execution using two instruments, one for each portfolio. The PSR (Project Status Report) assesses the progress and results of non-reimbursable operations, and the PSU (Project Status Update) does the same for reimbursable operations.⁵⁰ The operations are monitored throughout the project's life, using the results matrix and a list of impact KPIs that IDB Lab committed to tracking during the MIF III. These KPIs have cumulative targets to be reached by 2023 with their corresponding sex disaggregation. Results achieved between 2017 and 2022 are: firms with increased productivity (0.28 million, 45% women-led), households with improved living conditions (1.9 million, 51% headed by women), and new jobs created by firms (0.67 million, 41% held by women). Moreover, 78% of the results reported of the IDB Lab's portfolio in execution in 2022 were disaggregated by sex.⁵¹

⁵⁰ Both instruments are updated twice a year by the clients and team leaders in Salesforce. In the third quarter of the year clients report on the first semester of the year, and in the first quarter of the following year they report on the second semester of the year.

⁵¹ This figure includes complete and partial sex-disaggregation.

Box 13. Examples of G&D results 2022 from projects in execution

Health Services Support Program (TT-L1039, SCL/SPH)

This project contributes to prevent and control risk factors and non-communicable diseases among adults, and primary and secondary school students. It includes gender related indicators that have been achieved or are on track to be completed by the end of the project in 2023: a comprehensive, life course, gender sensitive Behavior Change Communication campaign to address risk factors and non-communicable diseases that have a greater prevalence in women was designed and implemented, 51% of the target number of health care professionals trained to detect gender-based risks has been achieved and 100% of the target number of women screened for gestational diabetes has been met. The project also supports screening for diseases related to cancers (including breast and cervical cancer) as part of ongoing gender sensitive campaign outreach activities; and 49% of the target number of health care professionals have been trained on the gender-based health risks and the greater prevalence of cancer, diabetes, and other non-communicable diseases for women (gender sensitivity/ gender-based determinants of health).

Cantonal Road Network II Program (CR-L1065, INE/TSP)

This project contributes to productivity growth and poverty reduction in Costa Rica by facilitating closer integration between production and consumption areas and improving the population's access to public and social services. The project promotes gender equality by [improving women's economic inclusion](#) through the creation of employment opportunities in the rehabilitation, improvement, and maintenance of roads activities that are part of the project. One of its outcome indicators is the percentage of women participating in road maintenance microenterprises, which as of 2022 reached 33.3% surpassing the target of 20%.

Program to Support the National Integrated Care System (UR-L1110, SCL/SPH)

This project supports the strengthening of the [National Integrated Care System of Uruguay](#) and the expansion of care services for people with dependency needs⁵². It improves the quality of the training offer for the care service human resources by including gender considerations in the pedagogic modules. It also supports the implementation of the Personal Assistant Program that in 2022 benefited 5,500 persons with functional dependency who have received assistance for life's daily activities. This operation provided financial support for the creation of the National Care Registry that already has 9,090 persons registered (94.5% females) in the Personal Assistant Program. Additionally, 24 new Child and Family Care Centers (48% of the target) were built, expanding the coverage to areas with socioeconomic vulnerability. The loan strengthened the training offer, [certifying the skills](#) of early childhood care and dependency care workers. As part of the ["Paternalidades Comprometidas"](#) program, this project supports the implementation of parenthood workshops (74% have been successfully completed) with 19% of male participation. One of the activities financed by this project were several [communication campaigns](#) focused on the dissemination of gender equality messages and the relevance of the care services as a basic right.

Integrated and Sustainable Urban Development Program of The Municipality of João Pessoa (BR-L1421, CSD/HUD)

This project promotes [sustainable urban development](#) in the municipality of João Pessoa (MJP) through the strengthening of municipal planning and urban public management, as well as comprehensive and/or demonstration interventions for vulnerable families. The project financed the hiring of an architecture and engineering company to build a 675-unit [pioneering housing project](#) under diversity and inclusion considerations (gender architecture, mixed-use, social sustainability etc. A [workshop on G&D](#) was carried with the community to gather information of the needs and priorities of women and DPG. The findings of the workshop were the base of the terms of reference for the [inclusive housing proposal](#). Moreover, the process to evaluate and select the architecture and engineering firm had gender and inclusion considerations.

Multisector Program to Improve Health Determinants in the Dry Corridor (NI-L1143, SCL/SPH)

This project contributes to accelerate the reduction of maternal and child morbidity and mortality and to slow the advance of the main chronic diseases in prioritized areas, including indigenous communities, through the territorial management of health and some of its most significant determinants, promoting health practices, improving access roads, coverage, and quality of

⁵² Children under twelve -with a focus on children under three, PWD and people over 65 who are unable to perform life's daily activities by themselves.

health services. It is supporting the expansion of health services for women of reproductive age, pregnant women, and mothers and enhances services for adolescents. The project supports the implementation of a strategy for the promotion of health in adolescents (includes activities to prevent adolescent pregnancy, sexual abuse, and domestic violence) in 50 municipalities. A proposal for the comprehensive care standard for PWD was prepared and three protocols for people with special needs (50% of the target) were updated and are being processed for final approval. Eight physiotherapy rooms were built and 20 equipped for patient care. 63% of the health units (including maternity waiting houses) of prioritized areas were upgraded with improved water and sanitation access; 2,600 rural families from the Wiwilí, Quilalí, and Las Sabanas municipalities (87% of the target) have benefited from a package of support for healthy practices in their homes and communities.

Program to Strengthen Employment Policies (CO-L1250, SCL/LMK)

The program's general objective is to improve the [employability of the Colombian and migrant workforce](#). It makes technological investments to improve services that match job seekers and vacancies. It also invests in the certification and quality assurance of skills systems. The design of these interventions aims at inclusive employment policies. The program aims at gender equality and diversity in several fronts. For instance, it is currently investing in the implementation of a technological system that improves the matching between job seekers and vacancies. This system is accessible to PWD, and the algorithms will be audited to minimize gender bias in job referrals. The program is also designing an information service to reduce gender segregation in the technical and vocational education system. It is also financing a new program to validate and [certify the job competencies](#) of targeted groups with limited access to quality jobs (e.g., female household heads, LGBTIQ+ and ethnic groups and migrants) called [Saber Hacer Vale](#). By the end of 2023, after two years of implementation, Saber Hacer Vale had had three public calls in which approximately 7700 had successfully achieved the certification. Out of all the people that received the certification, 70% were women and 2% self-identified as LGBTIQ+. To ensure access of vulnerable people with liquidity constraints, the program provides economic aid for transportation, food, and care services. During the pandemic, the modules of Saber Hacer Vale were adapted to a virtual modality, and economic aid was provided to finance the cost of internet connection.

New Juazeiro Bifacial PV Power Project, Brazil (13300-01, IDB Invest). The New Juazeiro Bifacial Solar Power Project includes the design, construction, commissioning, and operation of four photovoltaic plants with a combined capacity of 187 MWp in the city of Juazeiro, in the state of Bahia, Brazil. 81% of the population identifies as AD, and are disproportionately affected by unemployment, particularly women. Using blended finance incentives, IDB Invest designed a program to engage the developer, Atlas, in training and employing women during the construction, and setting targets for employment of AD men and women. Atlas benefitted from the incentives by providing evidence that 10.3% of the workforce were women (target: 10%), of which 64.2% self-identified as AD (target 50%). In addition, Atlas conducted a public workshop with the engineering and procurement contractor to raise awareness on the value of diversity and inclusion.

Elcatex (13042, IDB Invest) - Honduras

This project with a leading textile company in Honduras included actions to increase [procurement opportunities for women](#) suppliers by disaggregating their tracking system, improving onboarding processes and internal policies regarding women-owned businesses in the value chain; and providing training for top management and the procurement team. This has led to a shared value proposition, three implementation tools (business canvas, supplier registry renewal, and supplier self-assessment tool with a solid gender lens), and an action plan to achieve the target of increasing the number of women-owned/led SMEs in the supply chain by a cumulative 24% in 7 years and increasing purchases from female suppliers by a cumulative 40% by the end of project implementation. The results of this advisory also support Elcatex in reaching the gender performance-based incentives defined by IDB Invest's Blended Finance Team to lower the interest rate of their loan. From 2020 to 2022, Elcatex increased the number of women-led business suppliers from 21 to 53 and exceeded the target for 2022 of 8% increase on a yearly basis.

WINECO 2, Haiti (12165-01, IDB Invest). In this investment IDB Invest is supporting Wineco to expand its fuel storage capacity. Using IDB Invest's Gender Risk Assessment Tool the client was able to identify risks regarding women's occupational health and safety (OHS) and working conditions which led to the design of a gender action plan. Additionally, it provides a site assessment on OHS and working conditions, as well as gender trainings to staff around OHS. The implementation of other actions has slowed down due to the political context.

Reprogramming the Tech Sector: Including Black and Transgender Women through Online Education – Reprograma (BR-T1458, IDB Lab)

IDB Lab's support to *Reprograma* through the project [Todas em Tech](#), attempts to eliminate G&D gaps in the tech industry. *Reprograma* stands out as the only EdTech organization in LAC which built its impact model around the concept of intersectionality, training AD and transgender women as front-end and back-end software developers. *Todas em Tech* helps students improve their soft skills and develop their portfolio. Students have access to the *Reprograma* hiring platform that connects employers and programmers. *Todas em Tech* allocates at least 55% of vacancies to black women and 5% to trans women and has the support of the following companies: Accenture, Creditas, iFood, Meta and Nubank. So far, over 700 women in 24 cohorts have gone through *Reprograma*, which since COVID-19 has been deployed through both its learning EdTech platform and through in person sessions. *Reprograma* is early in execution, but thus far the data are promising, with 95% of participants completing the program in the early cohorts, which puts it in the top performance tiers of the industry. Regarding employability, 72.5% of graduates are working in the tech sector with an average monthly salary of almost R\$3,000.00. *Todas em Tech* was the recipient of the IDB Group's 2022 DEI award. In 2023, the project will focus on implementing the online hiring platform that brings together companies and women coders.

- 4.6 **Gender and diversity in Project Completion Reports.** As the percentage of operations with G&D alignment has increased over time, the share of PCRs that included G&D has consequently grown. While in 2021 only 20% (11 of 55) of PCRs were projects that included GRR in their original design; in 2022, that ratio rose to 36% (24 of 67). With regards to diversity, in 2021 only 5% (3 of 55) of the PCRs were of projects that included DRR in their original design; but in 2022 this proportion grew to 12% (8 of 67).
- 4.7 In the first year of implementation of the GDAP, the analysis of the PCR reveals that 88% of the projects that included a GRR in their original results matrix, and 88% of the projects that included a DRR in their original results matrix reported at least one of their G&D indicators in the PCR (examples in [Box 14](#)).
- 4.8 Of all the GRRs reported on the PCRs, 49%⁵³ fully achieved or exceeded their established targets for gender. The results of GRRs achievement in 2022 are lower than the 73% achieved for the previous GAP report (2019-2021). A closer look into the GRR that didn't achieve the target, shows that 41% of them had partial results. With regards to diversity in 2022, out of the eight PCRs of projects that had included DRR in their original design, 67% achieved the DRRs targets, and out of the DRR that didn't reach the target 57% showed some progress or positive result. ([Annex VIII](#)).

Box 14. Examples of G&D results in PCR of 2022

Program to Strengthen the Labor Intermediation System in Chile (CH-L1135, SCL/LMK)

The objective of this project was to improve the integration and delivery of labor [intermediation services for job seekers](#) and companies in Chile. The program had two gender-related indicators at the level of impact: (i) number of weeks dedicated to job searching by women and (ii) monthly wage perceived by female employees, but no impact evaluation was carried out. However, there was one gender-related results indicator, the percentage of women that used the National Job Agency, which increased from 37.6% to 45.2%, surpassing the target of 2 pp by 280%. This operation supported the creation of a profiling instrument of its users (gender, educational level, experience, time unemployed, among other variables included) to improve the match between the service offer and the user's needs. It also contributed to the strengthening of the normative framework that promoted special schemes for the labor insertion of women, young people, and PWD. Moreover, it supported a plan for the dissemination of the [labor intermediation service with](#)

⁵³ Although there is significant room for improvement, this result is above the 27% effectiveness of public sector operations conducted by OVE in the 2022 validation cycle.

[a focus on women](#), which was coordinated with the Ministry of Women and Gender Equality portals and centers.

Social Services Reforms to Promote Gender and Disability Equality in Ecuador (EC-L1238, SCL/SPH)

The general objective of this two-tranche [PBP operation](#) was to help improve the [inclusion of PWD](#) and the physical autonomy of women, children, and adolescents by strengthening the regulatory, institutional, and operational framework of education, health, and social protection services. The program had a Partially Successful performance, with 100% of the products and 78% of the outcome indicators defined in the results matrix achieved or surpassed. The project contributed to the implementation of policies for the inclusion and care of PWD and their families throughout life. Some of the most salient results at the end of the project were a decrease in the school overage rate from 43% in 2018 to 40.1% in 2019, associated to the curricular adaptations and activities for students with disabilities. Also, due to adaptations made to the “Ser Bachiller” exam according to the needs of PWD (especially visual and hearing disabilities), 2,917 students with disabilities took the exam surpassing the target by 27%. The program also contributed to the implementation of policies to prevent and address violence against children and women. It increased the percentage of cases of violence detected in the education system reported to the Prosecutor’s Office from 87% to 95.4% and exceeded the targets for coverage of family planning consultations by adolescents in public facilities and percentage of schools that offer sex education.

Rural and Indigenous Water and Sanitation Program in Panama (PN-G1003, INE/WSA)

The program’s general objective was to increase access to [clean drinking water and sanitation services in rural and indigenous communities](#) located in the East Panama region, the province of Darién, and [the comarca of Guna Yala](#). Although the project was classified as Partly Unsuccessful, the results of two outcome indicators provide evidence of the project’s positive effect in the quality of life of IP in the intervened areas. At the end of the project 1,734 indigenous households had home access to drinking water (83.25% of the target) and 1,352 had access to sanitation solutions (63.65% of the target). Additionally, the project achieved the target of having 66% of rural water administrative boards with at least one woman on its board. The main reason for not reaching the expected target of 3,015 indigenous households with access to drinking water and sanitation is that costs were underestimated. The difficulties of access to some indigenous communities, added to the costs of construction materials and labor, implied increases of 10% to 25% of the estimated costs. In addition, it was necessary to make design corrections to adapt them to the specific conditions of the areas of intervention. There was also an underestimation of the time required for bidding and execution of the works.

- 4.9 **Scale up of IDB Lab projects.** In 2022, 41% of IDB Lab projects scaled up out of the whole G&D-aligned projects that closed throughout the year. The scale-up rate in G&D projects surpasses by three percentage points the rate of the overall portfolio, which suggests that G&D considerations are important characteristics to succeed in the market. Projects scaled through three paths: expansion, replication, and/or collaboration. The expansion path focuses on increasing the size of the organization, the scope of operations, and/or geographic coverage to increase client reach; while replication occurs when another organization, public or private, adopts an innovation, a relevant process, or a business model. The latter usually requires standardized protocols, training, and processes in coordination with the originating organization. Lastly, the collaboration path occurs when a group of organizations or stakeholders work towards a common goal from different angles (examples in [Box 15](#)).

Box 15. Examples of IDB Lab projects aligned with G&D that scaled up in 2022

Antioquia Innovates in HealthTech for the Low-income Population (CO-T1483, IDB Lab) The project arose as an initiative from a public university for the use of digital health and telehealth strategies and tools to improve access, timeliness, and cost-effectiveness in healthcare management to serve the population in remote areas in the Department of Antioquia, including specific activities to improve women’s reproductive health. This project planned to cover 75 localities and ended up expanding to 125, reaching more than 10 times the number of people that

originally planned, of which 60% are female patients, [with a 90% of satisfaction rate](#). The project reached 2 million annual patients and health professionals through its teleguidance and [tele-education](#) platforms. These are not unique users, since typically users access the call platform more than once. Moving forward, the University of Antioquia, the executing agency, is spinning out the model into the "LIME" business unit, which is a special-purpose vehicle that allows the public university to negotiate and sell medical services to state agencies and health insurers/providers. At the same time, the University decided to launch the "Living Lab" as the Telemedicine training unit of the Faculty of Medicine to disseminate the lessons of the project and further the reach of the telehealth benefits. This project is a clear case of scale up through expansion, broadening the geographic and operational coverage of the organization to increase the client reach.

[Developing a Market for the Water and Sanitation Sector in Paraguay \(PR-T1234, IDB Lab\)](#)

The goal of the project was to boost the functionality and sustainability of water and sanitation systems in Paraguay, particularly through the private-sector supply, for the benefit of rural and indigenous households. The focus on indigenous households helped to increase the percentage of diverse groups with access to basic services. Moreover, the project aimed to use social art for behavior change to improve the sustainability of the WASH infrastructure being built in designated Paraguay departments, including Canindeyú and Caaguazú, which are the ones with the highest concentration of indigenous communities in the country, with 106 and 59 communities, respectively. The project addressed challenges related to the management, maintenance, and sustainability of the water supply networks and sanitation units. The partnership formed with the local regulatory entity of water and sanitation (SENASA), Coca Cola and other private organizations, will provide continuity to the activities of the project, making it a perfect example of a scale up through the collaboration path. Each of the partners has specific roles in the scheme and there are formal and binding agreements. This scheme has allowed the project to at least double the number of beneficiaries it originally planned to reach, benefitting 67,116 people with access to clean water and/or sanitation in 109 communities, strengthening 87 Water and Sanitation Committees, and developing nine financial products.

V. REFINEMENT OF INTERNAL IDBG INCENTIVE STRUCTURE

A. Expansion of G&D staff/network (IDBG)

- 5.1 The IDBG continues to strengthen its internal network of G&D focal points, which plays a vital role in the coordination, implementation and reporting on G&D across departments and divisions.
- 5.2 During 2022, mainly through internal reallocation of resources, SCL reassigned one department position to SCL/GDI, which allowed to hire a country office specialist. Furthermore, SCL/GDI reorganized its team to increase its support in country offices, with consultants hired to expand SCL/GDI presence in the country offices of Bolivia, Mexico, Panama, and Trinidad and Tobago. This process has also included the revision of terms of reference for VPC and VPS focal points⁵⁴ and working with Division Chiefs to tailor terms of reference to meet sector-specific knowledge or operational gaps. Additionally, in 2022 the Board authorized four new staff positions and resources for additional consultants in SCL/GDI. All these measures will allow to expand direct technical support for mainstreaming during IDB project preparation, but particularly during execution.
- 5.3 In IDB Invest, the IDB Invest Gender, Diversity and Inclusion Team which sits within the Division of Advisory Services, reduced its workforce from six officers to four in 2022 due to personnel turnover, but they are currently in the process of hiring one GDI officer to cover the Caribbean. IDB Invest continued to strengthen its GDI coordination with the five focal points in the three business segments and the investment teams. This empowers the investment officers to be able to identify

⁵⁴ VPC and VPS focal points are key persons designated by VPC country departments and VPS operational divisions to coordinate the support for G&D within their department/division in collaboration with SCL/GDI.

and highlight G&D opportunities. In addition, all Environmental and Social Officers (SEG) have received training to identify gender risks using the Gender Risk Assessment Tool (GRAT), and two SEG officers specialize in developing gender-risk management strategies. Finally, two DVF officers focus on G&D impact.

B. IDBG incentive structure

- 5.4 A process of revision of workplans was carried out by IDB and IDB Invest to verify that the goals laid out in the GDAP 2022-2025 are consistent with those of the teams working across the IDBG on G&D issues, ensuring that performance incentives reflect the work on G&D.
- 5.5 Performance incentives related to G&D were incorporated into the IDBG performance review system (CareerPoint). IDB goals and targets currently cascade from upper management down to the individual employee's management in the following areas: CDCs and CSs that include a focus on G&D, projects that support gender equality, projects that support diversity and, new in 2022, G&D direct investment projects included in the IDBG pipeline annually. In 2022 the IDB met the four goals and targets established.
- 5.6 IDB Invest's CareerPoint Performance Evaluation include goals and targets: (i) for Division Chiefs of INO and DSP in achieving the institutional GDI target and projects supporting G&D; and (ii) percentage of women in levels C and above. IDB Invest met the three goals and targets.
- 5.7 In 2022, the annual G&D Diversity, Equity, and Inclusion Awards, overseen by the IDB's Diversity and Inclusion Advisory Group led by the Executive Vice President's Office, continued recognizing teams and champions that had exemplary G&D work in COFs and HQ. In 2022 the awardees were recognized for their commitment to diversity and inclusion by using innovative solutions to develop the digital skills and labor market inclusion of female, AD, and LGBTQ+; developing interactive tools and audiovisual materials that help identify and prevent risks associated with SGBV in development projects in the region; and for being mentors and agents of change by encouraging colleagues and sharing experiences and knowledge of how including DPG improves the quality of the IDBG projects.
- 5.8 The most important improvement in the incentive structure for IDB Lab in 2022 was the inclusion of G&D approval metrics as performance targets for the business, including as part of the Leadership Team performance metrics. The deployment of G&D approval tracking in a real-time dashboard (called the Indicator Central) has also facilitated the management of G&D, permitting adjustments to projects required to meet annual G&D targets. In 2023 IDB Lab will be implementing additional changes, as a result of the consultancy carried out in 2022. Measures identified in the consultancy include improved measurement of diversity, a more robust mainstreaming function, and the development of client support for G&D, particularly for non-reimbursable operations. These measures will be contingent on funding sources.
- 5.9 In 2022 there were several examples of IDBG collaboration in the G&D space at the operational, analytical, and corporate level. For instance, IDBG jointly implemented the We-FI initiative, where IDB Lab executed projects under the facility to expand financing opportunities for women entrepreneurs, while IDB Invest focused on work with financial intermediaries and public-private dialogue.

The publication on the gender dimension of the digital transformation, which topped the list of downloads, was a collaboration of IDB with IDB Invest and IDB Lab. The IDBG Gender and Diversity Partnership Platform is another example of a joint fundraising initiative to leverage donors' interest in supporting the G&D agenda in the region. Building on the experience of the GDAP, in 2023 the three windows will continue working together strengthening G&D synergies and finding further opportunities for collaboration and exchange towards harmonized methodologies for the G&D analysis, screening, monitoring, and reporting.

VI. PROPOSED FORMAT OF THE ANNUAL REPORT

- 6.1 With the intent of facilitating the use of this information, a new report format is proposed to present the annual results of the GDAP 2022-2025 moving forward. [Annex IX](#) proposes an outline. The new format will present the information in a more succinct and visual way, highlighting performance results through graphs and examples in all four chapters of the report.

VII. CONCLUSIONS AND RECOMMENDATIONS (MOVING FORWARD)

- 7.1 The 2022 annual report of the Gender and Diversity Action Plan 2022-2025 is the first-ever to include the three windows of the IDBG –the IDB, IDB Lab and IDB Invest– and comprise both G&D into the same report. As such, the results presented in this report reflect the different nature and starting points of the three windows.
- 7.2 In 2022 the IDBG continued to prioritize its focus on gender equality and diversity, making steady progress in the four pillars of the GDAP, reinforcing each other in a virtuous cycle. Considering all the indicators in the results matrix, including those with an established target as well as those with no target, but with a commitment to monitor progress, the assessment shows that 81% of the 59 indicators met the target for 2022 or are on the right track. The results for the remaining 19% of indicators are below the 2019-2021 baseline. This is a high standard, if we only take into consideration those indicators with a target for 2022-2023, the percentage on track would be 94%.
- 7.3 The most significant progress was in the fourth pillar, about the refinement of the internal incentive structures, where all four targets were achieved (100%). In the second pillar, on the expansion of the quantity and quality of IDBG projects that support G&D, 81% of the 27 indicators were met or are on track. Similarly, in the first pillar, on the creation of an enabling environment for advancing gender equality and diversity, 81% of 21 indicators met the target or are on the right path. Strengthening the focus on G&D results, the third pillar, had the lower performance, with 71% of the seven indicators on target. It's important to clarify that the percentage of results achieved by pillar weighs all indicators in each pillar equally. However, since the pillars have different number of indicators, those with a small number of indicators, such as pillars three and four, are more sensitive to the results of an individual indicator.
- 7.4 The IDBG made important headways in 2022 generating new data, particularly on diversity, where the lack of data is more prevalent. Multiple strategies are contributing to make G&D data available, including financing operations that are strengthening the statistical agencies, disaggregating project beneficiaries,

producing harmonized indicators from existing country surveys, and understanding G&D practices of private sector clients. These efforts must be sustained over time to allow further progress, since data generation is a process that takes time. In 2023 IDB Invest will continue the piloting of the sex-disaggregated impact data advisories, to build capacity with private sector clients to collect and use sex-disaggregated data and contribute to the proof-of-concept stage of how gender data informs and improves business performance.

- 7.5 There have been significant contributions in terms of G&D knowledge generation in 2022. Although the number of publications and its downloads was below the 2019-2021 baseline, this seems to be the result of 2020 being an outlier. The results of 2022 show a positive trend with respect to 2021. Moreover, the updated Gender and Diversity Sector Framework Document approved in 2022 identified the main knowledge and evidence gaps to define future research efforts and guide prioritization decisions for Bank-led analytical work, including more rigorous and policy relevant research through GDLab. Going forward, the IDBG could capitalize existing investments on impact evaluations by mainstreaming G&D as it does in other areas.
- 7.6 The increased level of technical support and incentives are producing considerable improvements in mainstreaming G&D into the new CDC and CS, in many cases exceeding the goals in the number of policy recommendations and actions. Likewise, in 2022 there was a strengthened focus on G&D issues in RPD and HLM, learning events, along with IDBG coordinated communications campaigns and presence in traditional media, all of which surpassed the GDAP targets.
- 7.7 A noteworthy accomplishment of 2022 is the significant increase in the quantity of IDBG projects that support G&D in project design, reaching the highest levels recorded since the implementation of previous gender or diversity action plans, and now GDAP. In the case of gender, IDB and IDB Lab already reached the 2025 target. For diversity, IDB had a two-fold increase in the percentage of operations with alignment and IDB Lab achieved the 2025 target. IDB Invest improved performance on gender contribution compared to the baseline and is on track to reach the 2023 target. It will be important to devote efforts to improve the diversity contribution. Despite the challenges, IDB Invest found that technical assistance to develop productive initiatives with IP or other DPG as part of client's efforts to build a social license to operate, as well as improve the sustainability and inclusion of their value chains, is a good entry point.
- 7.8 As was pointed out in the GDAP, mainstreaming progress has been uneven among the four DPG, and 2022 shows the same pattern. The percentage of IDB operations promoting inclusion of PWD has already surpassed the target for 2025, progress is on track on IP, modest on AD, and stagnant on LGBTQ+. This report makes clear the challenge of advancing on the inclusion of AD. In the case of LGBTQ+, the lack of progress is a different situation, since this is the first action plan to set operational targets for mainstreaming for this group. Achieving the target for 2025 will require more intentional efforts focused on the countries with more opportunities to close gaps in favor of these underrepresented groups.
- 7.9 There is also an opportunity to enhance the quality of mainstreaming, by increasing the intersectional approach in operations and including more results and impact indicators in the result matrix. In the case of IDB Lab there is a potential to improve by investing in digital mainstreaming tools, increase the mainstreaming support

available to teams, and working closely with the other parts of the IDB Group to develop better data on diversity.

- 7.10 In 2022, the volume of IDB direct investment in G&D was below the baseline, due to the lack of stand-alone operations. This does not necessarily reflect a negative trend. Since there is a small number of stand-alone G&D operations per year, this can vary from one year to the next. In fact, there were three gender and diversity-focused operations in the pipeline at the end of 2022. Moreover, the number of loans with components directly addressing gender or diversity gaps in 2022 was the same or above the level of 2021. IDB Invest direct investments on gender was below the baseline (2020-2021 average) and did not report any direct investment in diversity, as defined by GDAP. However, similarly to IDB, this does not necessarily reflect a negative trend considering that on average, annual direct investments in gender are represented by 4 transactions a year, similar to the number of transactions that IDB Invest reported for 2022. On diversity, IDB Invest did not have direct investments in diversity in 2022 but did have a project approved by the end of the year. On the other hand, IDB Lab made significant strides in using its small-ticket, early-stage projects to push boundaries on G&D. IDB Lab direct investment projects in 2022 were examples of areas where the private sector is mostly absent. Small-ticket projects that test the market viability of new technologies and business models should be the core of IDB Lab's work in G&D moving forward.
- 7.11 In 2022, there was a reduction in the percentage of GRR that were achieved, based on the PCRs reviewed. The performance was stronger in the case of DRR. Going forward, the focus of IDBG needs to be on increasing G&D results, by strengthening supervision of projects that have G&D actions and results. This will be particularly important given the growing number of operations approved that mainstream or directly invest in G&D.