

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

IMPROVING LIVES THROUGH GENDER EQUALITY AND WOMEN'S EMPOWERMENT

**REPORT ON THE IMPLEMENTATION OF THE OPERATIONAL POLICY FOR
GENDER EQUALITY IN DEVELOPMENT AND THE GENDER ACTION PLAN FOR
OPERATIONS 2017-2019**

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ABBREVIATIONS

ABR	Annual Business Review
CAN	Country Department Andean Group
CCB	Country Department Caribbean Group
CDC	Country Development Challenges
CID	The Country Department Central America, Mexico, Panama and Dominican Republic
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
DEM	Development Effectiveness Matrix
GAP	Gender Action Plan
GRR	Gender-Related Result
GSA	Gender Strategic Alignment
ICF/CMF	Connectivity Markets and Finance Division
ICRW	International Center for Research for Women
IDB	Inter-American Development Bank
IFD	Institutions for Development Sector
IDB Lab	Inter-American Development Bank Innovation Laboratory
IFD/CTI	Competitiveness Technology and Innovation Division
IFD/FMM	Fiscal Management Division
IFD/ICS	Innovation in Citizen Services Division
INE	Infrastructure & Environment Sector
INE/ENE	Energy Division
INE/RND	Environment, Rural Development & Disaster Risk Division
INE/TSP	Transport Division
INE/WSA	Water and Sanitation Division
INT	Integration and Trade Sector
IGR	Investment Grants
IPWG	Inter-Departmental Gender Policy Working Group
KIC	Knowledge, Innovation and Communication Sector
LAC	Latin America and the Caribbean
MSMEs	Micro, Small and Medium Enterprises
PCR	Project Completion Reports
PMR	Project Monitoring Reports
PROLID	<i>Programa de Apoyo al Liderazgo y Representación de la Mujer</i>
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/SPH	Social Protection and Health Division
SG	Sovereign Guarantee
SPD	Office of Strategic Planning and Development Effectiveness
SPD/SMO	Strategy Monitoring Division
TC	Technical Cooperation
UIS	Update of the Institutional Strategy
VAWG	Violence Against Women and Girls
VPC	Vice Presidency for Countries
VPS	Vice Presidency for Sectors and Knowledge
VPS/ESG	Environmental Safeguards Unit
WEF	World Economic Forum

HEADLINES AND TAKEAWAYS

- **Gender mainstreaming in project design increased significantly in all sectors.** The portion of sovereign guarantee loans approved with gender strategic alignment (GSA)¹ and gender-related results (GRRs) increased from 22% to 47% and from 41% to 55%, respectively, from 2106 to the level reported for the 2017-2019 period.
- **Direct investments in gender equality are also on the rise.** The Bank increased its direct investment in gender equality by about 150% between the 2014-2016 and 2017-2019 GAP periods. Part of this investment includes the Bank's first three policy-based loans that directly invest in gender equality using a multisectoral approach in the social sectors.
- **Even greater attention is required to ensure the achievement of gender-related results (GRRs) during project execution.** A growing number of projects that included support for gender equality in design reached the stage of completion during the 2017-2019 period, thus offering more information on GRRs in project completion reports (PCRs). Of all GRRs reported on in PCRs, 61% fully achieved or exceeded their targets. The IDB can work further in increasing the capacity of IDB member countries, and specifically project executing units, to implement the gender-specific actions included in IDB-financed projects.
- **The Bank has assessed 100% of Category A and B operations for gender-related risks and impacts.** The application of gender safeguards has become systematic in project design and execution. Between 2017 and 2019, 90 out of the 124 Category A and B operations (73%) were identified to have potential gender-based risks. A gender-based risk analysis was conducted for all these projects, resulting in the inclusion of mitigation measures to address the risks in their design.
- **The Bank has expanded its efforts to elevate gender equality issues on regional and national policy agendas in LAC, but inadequate data on country-level gender issues hamper gender mainstreaming.** Sixty-three percent of Country Strategies (10 of 16) approved in the 2017-2019 period mainstreamed a focus on gender equality. There is persistent need to generate and disseminate more sector-specific data on gender equality issues and evidence on what works to address gender equality.
- Building partnerships with governments, the private sector, NGOs and international organizations has become an integral part of the Bank's support for gender equality across sectors.

I. INTRODUCTION

- 1.1. The Inter-American Development Bank (the IDB or the Bank) is committed to improving lives through gender equality and women's empowerment across Latin America and the Caribbean (LAC). This commitment is clearly articulated in the Bank's Operational Policy on Gender Equality in Development (the Gender Policy, OP-761), which aims to strengthen the Bank's response to the goals and commitments of its member countries in Latin America and the Caribbean (LAC) to gender equality. This is further emphasized in the "Update to the Institutional Strategy. Development Solutions that Reignite Growth and

¹ The criteria used for GSA were broadened starting in 2018 to incentivize gender mainstreaming; this contributed substantively to this change (see paragraph 2.6 and 3.5).

Improve Lives” (UIS) (AB-3190-2),² which prominently positions gender equality and diversity as one of the institutions’ three cross-cutting themes. The IDB’s Corporate Results Framework (CRF) complements the UIS with a set of indicators to help improve the measurement of the Bank’s contribution to gender equality.³

- 1.2. The Gender Action Plan for Operations (GAP) is the main instrument for operationalizing the IDB’s Gender Policy. The end of 2019 marked the completion of the Bank’s third GAP period⁴ since the approval of the Gender Policy in 2010. The main objective of this report is to present the results achieved during the implementation of the GAP 2017-2019, and specifically associated with the targets laid out in its results matrix (See Annex I).
- 1.3. The GAP 2017-2019 committed the Bank to intensify its efforts in the following areas:
 - (i) **Proactive Promotion of Gender Equality in Bank Operations.** Expand and improve the quality of IDB-financed operations that support gender equality and women’s empowerment, in both project design and execution, through gender mainstreaming and direct investments.
 - (ii) **Agenda Setting.** Increase visibility of gender equality issues and innovative approaches to address them on the public policy agenda and in development programming through country strategies and other instruments.
 - (iii) **Prevention of Adverse Impacts and Gender-based Risks.** Systematically apply the gender safeguards of the IDB Gender Policy to IDB-financed operations.
 - (iv) **Knowledge Development.** Generate and disseminate knowledge on key gender issues and evidence on what works to address them.
- 1.4. This report presents the Bank’s progress across all four of the GAP areas (Section II), key factors contributing to or limiting progress (Section III), conclusions and recommendations that can contribute to further improvements (Section IV). It also includes, as Annex I, the GAP results matrix with both its targets and results.
- 1.5. The preparation of this report was informed by an internal assessment by the Gender and Diversity Division (SCL/GDI) and the Inter-Departmental Gender Policy Working Group (IPWG),⁵ as well as by an external assessment contracted from the International Center of Research on Women.⁶ A summary of findings and recommendations from the external assessment is presented in [Annex II](#).

² Note that the Update to the Institutional Strategy in effect during most of the reference period of this report was the Update to the institutional Strategy 2016-2020 (AB-3308). The second Update to the Institutional Strategy, Development Solutions that Reignite Growth and Improve Lives (AB-3190-2) was approved in April 2019.

³ Note that the CRF in effect during the reference period of this report was CRF 2016-2019 (GN-2727-6). The CRF 2020-2023 was approved in December 2019.

⁴ The first two GAPs covered 2011-2013 and 2014-2016.

⁵ The IPWG is a technical working group comprised of gender focal points from across the IDB’s Vice Presidency for Sectors and Knowledge (VPS), Vice Presidency for Countries (VPC), Department of Research and Chief Economist (RES), Office of Strategic Planning and Development Effectiveness (SPD), Office of Outreach and Partnerships (ORP) and IDB Lab.

⁶ Gammage, S., C. Lupica and F. Fakoya. *Assessment Report of the Implementation of the Operational Policy on Gender Equality in Development and Gender Action Plan for Operations, 2017-2019*. International Center for Research on Women. Washington DC, final report forthcoming, March 2020.

II. BENCHMARKING PROGRESS, BY THE NUMBERS

A. Proactively Addressing Gender Equality in IDB Operations

- 2.1 The IDB proactively supports gender equality in its operations through: (1) Gender mainstreaming in project design, (2) Direct investment operations, (3) Tracking and achieving results during project execution, and (4) Gender safeguards.

1. Gender Mainstreaming in Project Design

- 2.2 Proactive attention to gender equality in development projects begins with its explicit inclusion in project design. The IDB's main approach in this regard is mainstreaming gender into sovereign guarantee (SG) lending operations.
- 2.3 The GAP 2017-2019 tracks two indicators related to gender mainstreaming in project design. First, it monitors the inclusion of gender-related results (GRRs) in project results matrices;⁷ this measure was prioritized at the time of the Gender Policy approval to encourage the definition of concrete results and targets associated with gender equality, and to ensure project evaluability. Second, with the approval of the IDB Group Corporate Results Framework 2016-2019, the Bank introduced another indicator to measure its support for gender equality (and diversity):⁸ gender (and diversity) strategic alignment.⁹ Gender strategic alignment (GSA) was introduced into the GAP 2017-2019 as a proxy indicator for quality gender mainstreaming in project design. To qualify as GSA, a project must include a gender analysis, related gender-specific actions, and at least one GRR indicator that tracks progress in relationship with these actions ([CRF Technical Guidance Note](#)). For a full list of 2017-2019 loans with GRRs and GSA, see [Annex III](#).
- 2.4 **The portion of SG loans approved with GRR indicators** in their results matrices totaled 55% in 2017-2019, up from 41% in 2014-2016. This result surpasses the GAP target of 50% (See Annex I).
- 2.5 **The portion of SG loan with gender strategic alignment (GSA)**¹⁰ reached 47% of loan approvals between 2017 and 2019, a significant increase from the 2016 baseline of 22%.¹¹ This result surpasses the GAP target of 40% for this indicator¹² (see Annex I). Eighty-six percent these loans were investments loans and 14% were policy-based loans (PBLs).
- 2.6 **Annual results show that SG loans with GSA tripled between 2017 and 2018**, when they reached 60% of total approvals. This level of gender mainstreaming was essentially maintained in 2019¹³ (Figure 1). The dramatic increase of SG loans approved that mainstreamed gender (with GSA) can be attributed to: (1) the broadening of the [criteria](#)

⁷ A GRR is defined as a project output, outcome, or impact that contributes to gender equality or women's empowerment.

⁸ The GAP's indicator includes only gender strategic alignment, an adaptation of the IDB's Corporate Results Framework 2016-2019 indicator, which includes "gender and diversity" together.

⁹ The GAP indicator on GSA differs from the IDB's Corporate Results Framework 2016-2019 indicator in that it counts **% of loans approved** rather than **% of the volume of lending**. Moving forward, the GAP and CRF will have the same measure of gender mainstreaming at entry; the updated CRF, 2020-2023 approved in December 2019 includes the indicator *Projects supporting gender equality (% of new approvals)*, which means the indicator will now track number of operations approved, and not volume.

¹⁰ The list of SG loans with GSA is based on information presented in approved loan documents and convergence.

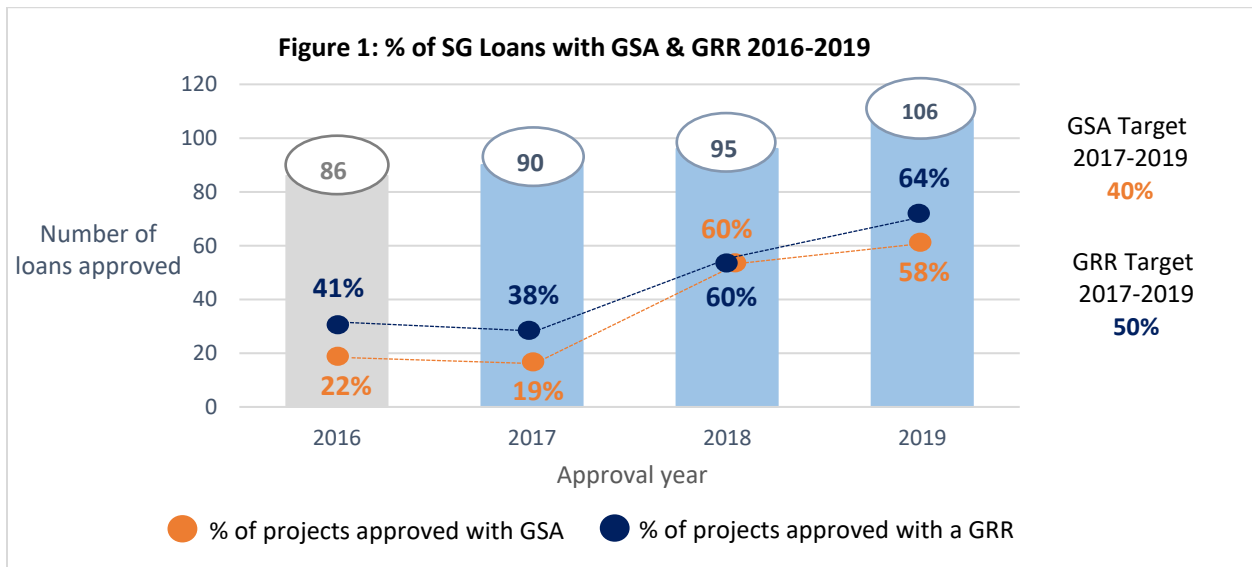
¹¹ Since gender (and diversity) strategic alignment was introduced with the CRF 2016-2019, the baseline from the previous GAP period is only for 2016.

¹² The target for loans with GSA is lower than for loans with GRRs in GAP 2017-2019 for the following reasons: (1) the 2016 baseline for GSA was low (22% of SG loans); (2) initially it was challenging for project teams to meet the GSA criteria, (3) there are cases when a GRR could be included in a loan even when GSA could not be achieved.

¹³ While there was a slight decrease in the percentage from 2018 to 2019, more loans were approved with GSA in 2019 (63) than in 2018 (58).

for GSA in the CRF Technical Guidance in 2018;¹⁴ (2) a new process to screen 100% of the project pipeline early each year to identify gender mainstreaming opportunities, led by SCL/GDI in collaboration with all VPS divisions; and (3) more systematic gender mainstreaming technical support, with greater participation from gender experts on project teams (for further discussion, see Section III). Still, the quality and scope of the gender analysis, gender-specific actions, and the GRRs vary significantly across loans with GSA. One example of this variation is the level of GRR indicators, discussed below.

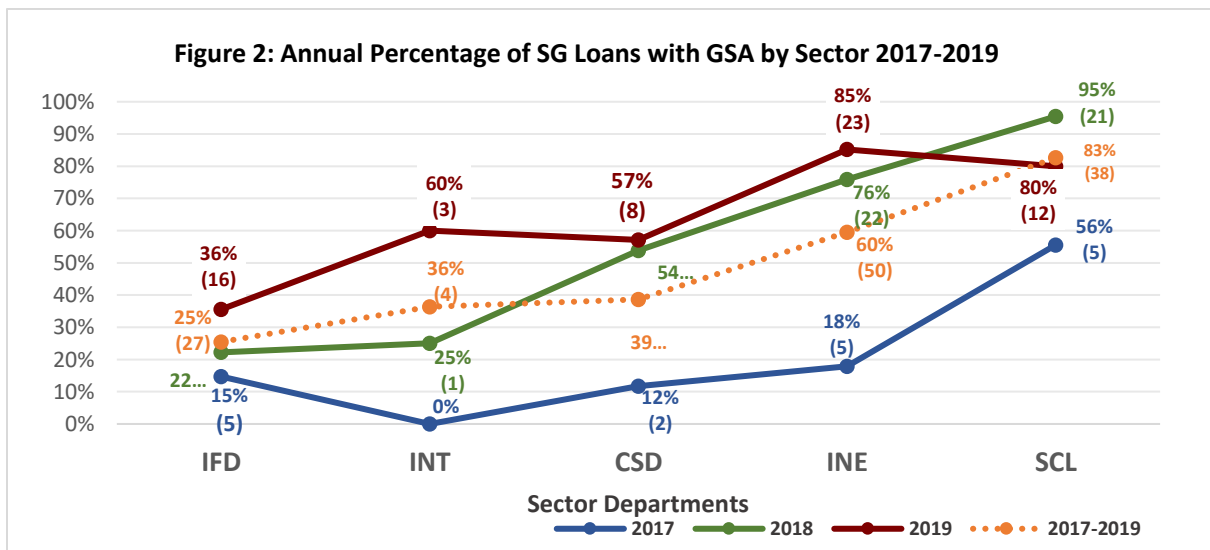
- 2.7 Figure 1 also shows annual results for the inclusion of GRRs in SG loans. It shows a closing in the gap between the two indicators, suggesting that when a GRR indicator is included in a loan, it is usually accompanied by the corresponding analysis of gender issues and actions to address them.¹⁵ In some cases, however, a GRR is maintained even when there is insufficient data to qualify for GSA. When this occurs, these GRRs correspond to outputs such as gender diagnostics, data collection, institutional capacity building or the development of strategies or tools related to gender.



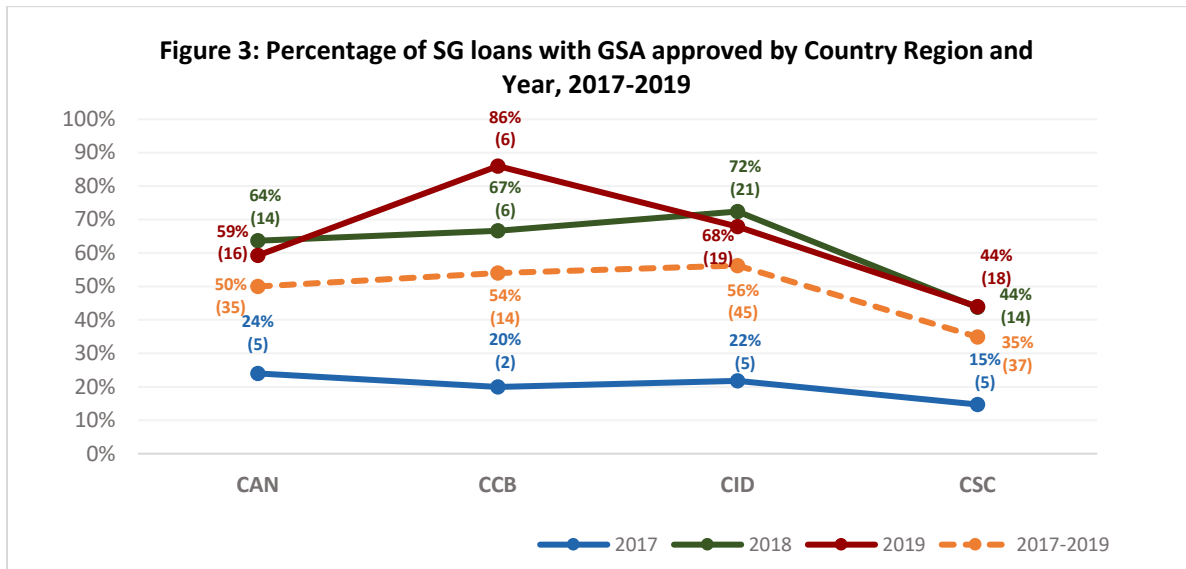
¹⁴ From 2016-2017, GSA required that all gender elements of the project – analysis, actions and GRRs- be vertically aligned with the main objective of the project. This proved challenging in some cases, because of data or evidence limitations or because gender issues/actions identified as opportunities were peripheral to the project's main objective. In 2018, criteria were modified to also allow GSA when gender elements of project were aligned with one another rather than with the main objective.

¹⁵ There were a few cases where, given data limitations, it was not possible to include the analysis required to achieve GSA, but it was considered useful to include a GRR to contribute to data collection or institutional capacity to improve gender work going forward. Also, some PBLs include GRRs in their policy matrix and not the result matrix.

- 2.8 Overall, of all SG loans with GRRs, 74% had output indicators, 52% outcome indicators and 26% impact indicators. It is important to note, however, that 41% of SG loans with GRRs only included indicators at the output level, not at the outcome nor impact levels. While this is a high portion, it represents an improvement from the 2014-2016 period when over 50% of projects with GRRs only had output indicators. Broadening the level and quality of the contributions of projects that mainstream gender beyond outputs, warrants increased attention going forward.
- 2.9 **All sectors of the Bank increased loan approvals with gender strategic alignment.** The Social Sector (SCL) led in gender mainstreaming with 83% of its loans approved from 2017-2019 having GSA. The Infrastructure and Energy Sector (INE) followed with 60%, which translated into the highest number of loans with GSA during the period (50 from INE compared to 38 from SCL) given the larger size of its portfolio. The Climate Change and Sustainable Development Sector (CSD) reached 54% of its loans approved with GSA, and the Institutions for Development Sector (IFD) reached 25% (Figure 2). See Box 1 for examples of loans with GSA across sectors.
- 2.10 In addition to IFD's SG loans with GSA reported as part of the figure above, the sector also prepared six Contingency Loans for Natural Disaster Emergencies with GSA (for Argentina, Belize, Ecuador, Suriname, Bahamas, and Jamaica).¹⁶
- 2.11 Overall, the nature of the project portfolio across all sectors varies significantly. Additionally, there are significant differences in the availability of gender-specific data and information about effective interventions to promote gender equality. As such, uniform performance with regards to gender mainstreaming cannot be expected. For example, in the case of IFD, there tend to be more operations that do not readily lend themselves to gender mainstreaming compared to operations from other sectors (as certain types of fiscal reform and finance sector programs). Nonetheless, there are still several missed opportunities across several sectors (for example, in operations that support capacity building for entrepreneurs, financial services for SMEs, cultural heritage and coastal resources management) that offer room for improvements going forward.



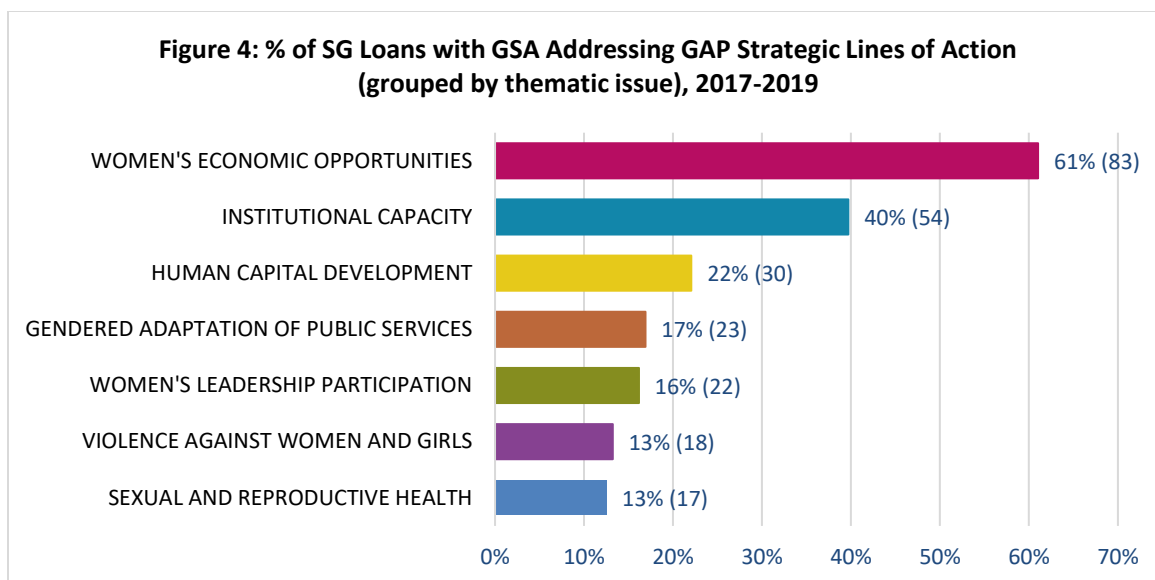
¹⁶ According to the CRF and Annual Business Review (ABR), the Bank does not include Contingent Credit Lines as part of SG loan approvals, but rather reports them separately. If contingency loans were included in the total count of loan approvals in this report, the three-year total for IFD loans with GSA would increase from 25-27%.



- 2.12 **Three of the four IDB country departments had more than half of their SG loans approved with GSA** between 2017 and 2019, including the Country Department for Central America, Mexico, Panama and the Dominican Republic (CID), the Andean Group (CAN) and the Caribbean Group (CCB). Annual increases in the percentage of loans approved with GSA were most pronounced in CCB (Figure 3). One possible explanation for the lower portion of loans with GSA in the Country Department Southern Cone (CSC) is the relatively high portion of loans in that region from the IFD sector (44%).
- 2.13 **The GAP 2017-2019 includes sector strategic lines of actions** that were identified to establish priorities for the gender mainstreaming work of each operational division of the Bank.¹⁷ The aim of the lines of action was to concentrate gender operational work in strategic areas in order to encourage more rapid progress and to deepen the know-how among staff to develop gender good practices across sectors.
- 2.14 All SG loans approved with GSA from 2017 to 2019 contributed to one or more GAP strategic lines of action; for example, a specific loan could include measures both to improve women's job skills and to help prevent violence against women. More than half of loans approved with GSA contributed to lines of action associated with the promotion of women's economic opportunities, followed by 40% that contributed to improving institutional capacity to address gender issues (Figure 4)¹⁸ (see [Annex IV](#) for lines of action grouped by thematic issues).

¹⁷ The strategic lines of action were shaped by factors including VPS divisions' Sector Framework Documents, identified areas of potential interest of the IDB's sector counterparts in borrowing member countries identified through prior operational work, and key emerging issues in the respective sectors.

¹⁸ Some projects addressed more than one line of action so this does not equal 100%.



2.15 The GAP also proposed three strategic lines of actions that are multi-sectoral in nature, and to which various sector divisions contributed during 2017-2019. These included (i) strengthening women's skills and access to jobs in science, technology, engineering and math (STEM) fields; (ii) preventing VAWG and providing quality services to VAWG survivors; and (iii) reducing the high rate of teen pregnancy. With regards to VAWG, there were eighteen loans (as noted in Figure 4) prepared by seven operational divisions (IFD/ICS, SCL/SPH, INE/TSP, INE/ENE, CSD/HUD, INT/TIN and SCL/GDI), that include actions such as violence prevention programs in urban neighborhoods, and the strengthening of judicial processes and police capacity to handle cases of domestic violence. Regarding the STEM line of action, six loans from SCL/EDU and SCL/LMK include STEM training for women and girls. Lastly, ten loans were approved from SCL/GDI, SCL/EDU and SCL/SPH that aim to prevent of teenage pregnancy through actions such as educational programs for teenage girls and promotion of national policies and plans that support reductions in teen pregnancy. Many other contributions to these lines of action were also offered through technical cooperation projects¹⁹ that are included among the operations that directly invest in gender equality and women's empowerment (discussed in Section II.A.2).

2.16 **Disaggregation by sex of project beneficiaries** is also called for by the Gender Policy and the IDB's CRF, 2016-2019. During the 2017-2019 GAP period, however, only 40% of SG loans with identifiable beneficiaries included sex-disaggregated beneficiary indicators, which is lower than the level reported for the 2014-2016 GAP period (68%). This result is also well below the set GAP target of 85% (See Annex I for GAP targets). Some factors that may have contributed to this decline include the priority emphasis placed on meeting the criteria for GSA, which requires GRR indicators that go beyond sex-disaggregation, and no formal review of the sex-disaggregation of beneficiaries during project design. Improving incentives for project teams to track project beneficiaries by sex will be given attention moving forward.

¹⁹ Thirteen TCs from IFD/ICS and SCL/GDI directly investing in VAWG, eleven TCs from SCL/EDU, SCL/LMK, SCL/GDI and IDB Lab that directly invest in girls and women in STEM, and one TC from CAN that tackles teenage pregnancy (see [Annex VI](#)).

Box 1. Gender Mainstreaming in Loan Design – Examples

Water Sanitation Program for Portoviejo Canton (EC-L1248, INE/WSA and CSD/CCS) is supporting the expansion of a community-based program that provides training on health, hygiene, and water use to include a focus on women's rights and violence prevention. It aims to ensure women's participation in a plumbing training program; extend the Water Guardians program to rural districts to strengthen women's local leadership; and recruit women engineers for apprenticeships in the sector. It will also invest in a marketing plan to promote local products and services that benefit women residents.

Foreign Investment and Export Promotion Program (SU-L1056, INT/TIN) provides financing for a community skills and smart talent platform that aims to connect skilled women and men in the workforce to foreign companies looking to hire talent. It also supports an on-line exporters' marketplace for international buyers that will facilitate access to products and services from female-owned firms. It offers technical training for women-owned/women-led firms and conduct a study on how they can become providers to foreign companies.

Civic Coexistence and Neighborhood Improvement Program (HO-L1187, IFD/ICS and CSD/HUD) supports actions to reduce femicides, sexual and domestic violence and improve police effectiveness in responding to case violence against women. These actions include developing and providing training on a protocol that standardizes first responders' victim assistance with a gender focus and the establishment of a minimum number of policewomen graduated from the police academy to work in the targeted areas.

Sustainable Forest Management (GU-L1165, CSD/RND and CSD/CCS) aims to increase the number of women beneficiaries in two environmental conservation incentive-based programs in Guatemala. For the first, the Environmental Incentives for Small Landowners of Land Suitable for Forestry and Agroforestry (PINPEP), the target is to increase the share of women beneficiaries from 12% to 37%. And for the Program for the Development, Recovery, Repair, Management, Production, and Protection of Forests, the target is to increase the share of women beneficiaries from 7% to 50%. To achieve these goals, the program will provide legal technical assistance to local producers, particularly to women, to assist them in the application process for the environmental incentive-based programs. In addition, the program will also provide training to support beneficiaries in the implementation of their strategies for forestry management.

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

- 2.17 The IDB also supports gender equality and women's empowerment through **direct investments, which are defined in the Gender Policy as projects that have gender equality or women's empowerment as their primary objective**. They include SG loans (both investment and policy-based loans), technical cooperation projects (TCs), IDB Lab projects, and IGRs. During each GAP period the IDB has aimed to increase the level of gender-specific investments.
- 2.18 **Direct investments in gender equality equaled US\$522.5 million** in 2017-2019, about 150% above the 2014-2016 level of US\$202.5 million. This significant increase was largely due to the greater number of SG loans approved that have gender equality as their priority objective (five in 2017-2019 compared to two in 2014-2016, see Box 2), totaling US\$480 million. The highest annual amount of direct investment through TCs, IDB Lab projects and IGRs were approved in 2017 at US\$15.4 million (for examples see Box 3). Table 1 shows annual investments in gender equality between lending and non-lending operations.

Table 1: Resources Approved for Direct Investments in Gender Equality (2017-2019)

Year	Instrument	Resources Approved (US\$)
2017	TCs and IGRs	15,400,000
	Loans	0
2018	TCs and IGRs	13,200,000
	Loans	320,000,000
2019	TCs and IGRs	13,953,702
	Loans	160,000,000
2017-2019		522,553,702

- 2.19 During the 2017-2019 GAP period, the Social Sector recognized the need to offer a specific tool to Bank borrowing member countries to support their efforts to improve their gender equality policy and institutional frameworks. SCL also identified countries where the political conditions were most propitious for such support. In 2018, the IDB approved its first policy-based loan (PBL) with specific policy objectives associated with gender equality for Argentina (AR-L1298); this was, in fact, the first gender PBL of all MDBs. Thereafter, two more PBLs were approved for Ecuador and Panama (see Box 2). For a full list of direct investments in gender equality see [Annex VI](#).
- 2.20 When compared to overall IDB investments between 2017-2019, gender-specific investments are certainly a very small portion (1.45% of the total, or 1.4% of SG loans and 4.3% of TCs and IGRs). Also, as shown in Table 1, the amount approved for gender-specific investments varied significantly each year. It is noteworthy, however, that the rate of increase for direct investments in gender equality through SG loans outpaced the rate of increase for overall Bank investments. Specifically, between the 2014-2016 and 2017-2019 periods, the amount approved for gender-specific SG loans increased by 220% (from US\$150 million to US\$480 million), while the overall increase in the Bank's investments through SG loans was 58% (from US\$22,194 million to US\$35,106 million).

Box 2: Gender Direct investment Loans

Support Program for Gender Equality Policies (AR-L1298, SCL/SPH, GDI and LMK, US\$200 million) is the IDB's first policy-based loan that focuses exclusively on gender equality; it includes specific policy commitments for women's economic empowerment and the prevention of and response to violence against women.

Reforms of Social Services in Ecuador to Promote Gender Equality and Persons with Disabilities (EC-L1238, SCL/SPH, GDI and EDU, US\$100 million) is the first policy-based loan that directly invests in both gender equality and diversity; it will contribute both to improving the inclusion of people with disabilities and the physical autonomy of women, children and adolescents.

Program to Support Gender Equality Policies (PN-L1156, SCL/EDU, SPH, GDI and LMK, US\$150 million) is a policy-based loan promoting gender equality in Panama through the effective implementation of policies designed to enhance the physical, economic, and decision-making autonomy of women.

Education Quality Improvement Program II (BL-L1030, SCL/EDU, US\$10 million) promotes quality and gender equity in primary and secondary education in Belize with a special focus on innovation in Science, Technology, Engineering, Arts and Mathematics (STEAM) education. It specifically promotes gender-sensitive STEAM teaching.

Women's City (DR-L1080, SCL/GDI and SPH, US\$20 million) seeks to improve the living conditions of women and girls ages 10 or older by providing integrated services for women and girls at the Women's City Centers (CCMs in Spanish). After the construction of two CCMs, they will mainly focus on services targeted to women's economic empowerment, sexual and reproductive health, intimate partner violence (IPV), and adolescent pregnancy.

Box 3: Gender Direct Investments Technical Cooperation Projects - Examples

WeXchange: Unleashing the Growth Potential of Women STEMpreneurs in LAC (RG-T3527, IDB LAB, US\$400,000) strengthens the business environment for LAC's high-growth female entrepreneurs in STEM areas, by connecting them with the global entrepreneurial ecosystem including other entrepreneurs, investors, mentors from the region.

Promoting Gender Equality, Leadership and Best Practices in the Mining-Energy Sector II (RG-T3494, INE/INE and SCL/GDI, US\$500,000) aims to strengthen the capacity of the mining and energy sectors to promote gender equality through the generation of concrete actions and public and private policies aimed at increasing female participation through strategic alliances.

3. Project Execution and Completion

- 2.21 Translating good gender project design (through gender mainstreaming and direct investment in gender equality) into concrete gender-related results in execution is critical. To determine if this is taking place, the Gender Policy and GAP prioritize tracking the implementation of gender-specific actions and the achievement of gender-related results, through the Bank's two main reporting instruments: Progress Monitoring Reports (PMR) and Project Completion Reports (PCR).
- 2.22 Given the progressive improvements mainstreaming gender in project design and the increase in gender direct investments loans described above, it logically follows that the proportion of loans in execution that included a GRR in their original design also increased; these represented 36% of all loans in execution in 2017 and 45% in 2019 (a 25% increase).²⁰
- 2.23 **Seventy-five percent of SG loans with a GRR in their design were tracking at least one GRR in their PMRs** over the three-year period (Table 2). This proportion is smaller than the goal set for the 2017-2019 period (80%), although it does show a modest improvement from what was reported in 2016 (72%).²¹ Some of the original GRRs not being tracked were dropped during project execution.

Table 2: SG Loans in Execution Tracking expected GRRs in PMRs

Indicator	2017		2018		2019		2017-2019
	#	%	#	%	#	%	Average (Percentage)
SG loans in execution that included at least one GRR in their original results matrix at design ¹	156	36%	184	39%	229	45%	40%
SG loans in execution that included at least one GRR in the results matrix and that are reporting in the PMR on at least one GRR ²	119	76%	132	72%	175	76%	75%

Note 1: Of the total SG loans in execution approved from 2011-2019.

Note 2: Of the total SG loans in execution approved from 2011-2019 that included at least one GRR in their results matrix at design.

²⁰ This includes only the SG loans that were approved from 2011 onwards, after the approval of the Gender Policy.

²¹ The level of improvement is likely higher given that in 2016 the GAP counted GRR indicators as well as sex-disaggregated indicators, whereas in 2017-2019, the GAP only count GRR indicators.

- 2.24 **With regards to project results at project completion**, 21% (34 of 160) of the PCRs presented the 2017-2019 period²² included GRRs in their original design. Ninety-four percent of these PCRs (32 of the 34) reported on results associated with GRRs in their PCRs; exceeding the target set for the 2017-2019 period (80%).²³
- 2.25 Of all the GRRs reported on in the PCRs,²⁴ 62% fully achieved or exceeded their established targets.²⁵ Of the remaining GRRs that did not meet their targets, 51% reported partial achievement (Table 3).²⁶ While there is limited information in the PCRs on partial or nonachievement of GRR targets, some reasons cited were delays in project execution or fiscal restrictions (see Box 4 for examples). Because of the relatively low number of PCRs approved in the 2017-2019 period for projects with GRRs, clear lessons learned related to GRR achievement are not yet apparent. Assessment and reporting on such lessons will be given greater priority going forward.

Table 3: Projects reporting on GRRs in PCRs

Indicator	2017	2018	2019	2017-2019	
	Number			Total	
Number PCRs presented per year	34	64	62	160	
Number of projects that presented PCR with GRRs in design	5	9	20	34	
	Percentage			Average	Weighted average ¹
Percentage of projects with GRRs in design that reported results on GRRs in PCR	80%	100%	95%	92%	94%
Percentage of GRRs that achieved or exceed their targets	64%	61%	60%	62%	61%
Percentage of GRRs that achieved positive results but did not reach their targets (out of all GRRs that didn't reach their targets) ²	63%	38%	52%	51%	49%

Note 1: To account for the difference in the number of PCRs presented each year, a weighted average was estimated using as weights the share of PCRs presented each year. That is, the weight for year *i* was the number of PCRs presented in year *i* divided by the number of PCRs presented over the 2017-2019 period.

Note 2: This indicator is calculated as the number of GRRs that achieved positive results without reaching their targets divided by the number of GRRs that did not achieve their targets (that is, the total number of GRRs minus GRRs that reached their goals).

²² It only considers PCRs for investment loans and for operations with a DEM that are subject to review by OVE. For 2017, the list of PCRs considered was taken from projects published in OVE's Review of 2017 Project Completion Reports and Expanded Supervision Reports. For 2018, the list of PCRs considered was taken from projects published in OVE's Review of Project Completion Reports (PCRs) and Expanded Supervision Reports (XSRs) 2018/2019 Validation Cycle. For 2019, it only considers PCRs that were approved by March 16, 2020.

²³ Given that some projects modify or eliminate expected outcomes and outputs during project execution, it was not expected that 100% of projects that included GRRs at entry would maintain them through to completion.

²⁴ It only considers GRRs on PCRs that had at least one GRR in their results matrix at design.

²⁵ It only considers the results achieved by GRRs. It does not consider results of other indicators from the results matrix nor the PCR's overall score.

²⁶ It is important to note that partial achievement of project results is not limited to GRRs. According to the OVE's Review of Project Completion Reports and Expanded Supervision Reports in 2017 and 2018, the portion of policy-based and investment loans that were rated partially successful or higher on overall development was 46% and 64%, respectively. While the OVE report refers to overall project effectiveness, which consider several criteria including attribution, rather than the measure in this report that only assesses whether the GRR targets were met, it still illustrates the point.

Box 4: Gender-related results in Project Completion Reports – Examples

Financing Productive Development for El Salvador (ES-L1089, IFD/CMF) promoted greater access to financing for women-led micro, small and medium enterprises (MSME). MSME businesswomen were granted 1,484 loans, which represented 30.6% of the total MSME loans and 15% of the lending amount. The total amount of loans granted to women was 3.13 times higher than the project target.

Citizen Security and Inclusion Program (AR-L1074, IFD/ICS) increased the number of police reports filed on cases of gender-based violence by 463% in Argentina. This was achieved through more than 25,000 training sessions for government officials on domestic violence, sexual abuse, and violence among youth.

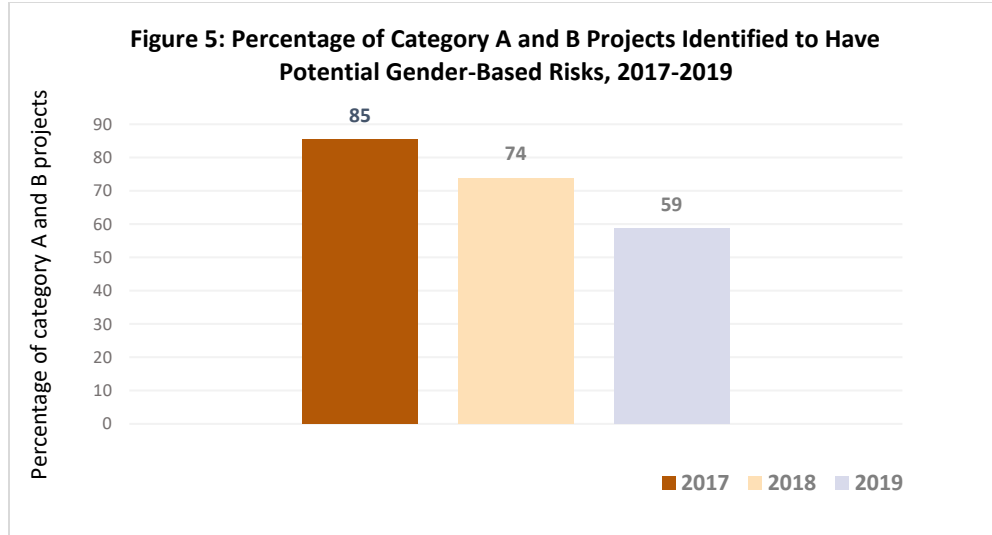
Program of Integrated Public Policies for Fortaleza Youth (BR-L1122, SCL/SPH) decreased the prevalence of unintended pregnancy among 15-29-year-old women in Fortaleza, Brazil. The proportion of unintended pregnancies decreased from 71.2% to 52.7%, well below the 63% target.

Agricultural Competitiveness Program (JA-L1012, CSD/RND) provided capacity building activities to small and medium scale farmers to help them access national and international markets. The project reached 58% of its target of female-led farms (874) and 61% of male-led farms (2,130). The partial achievement for both women and men are attributed to overall delays in project execution. Due to numerous delays, the capacity building was carried out at the end of the project, and there wasn't enough time to reach all farmers targeted.

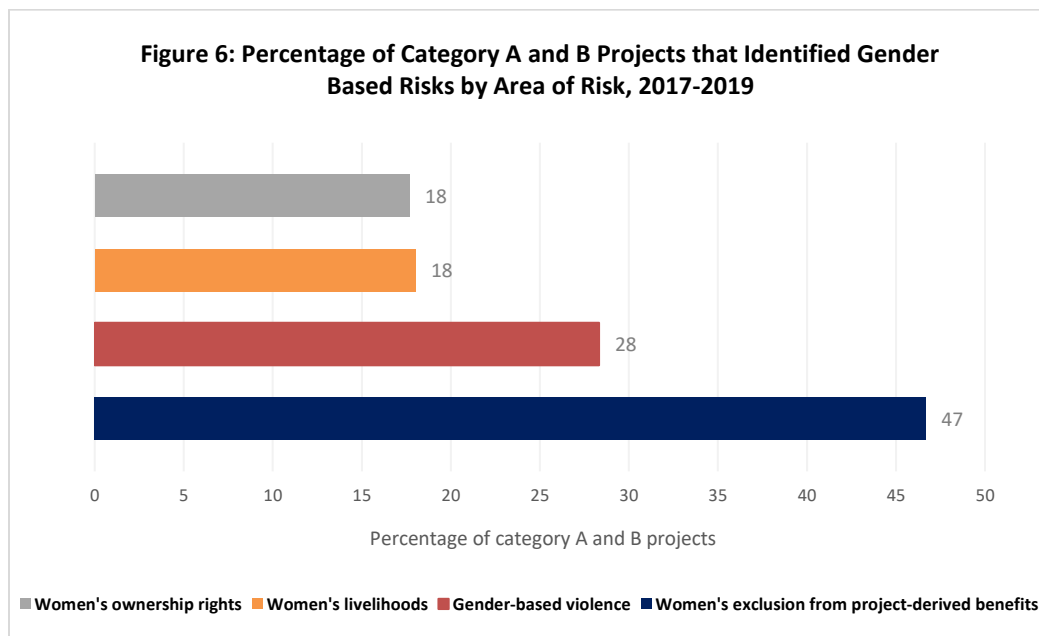
Equity Improvement and Services Strengthening Program (PN-L1068, SCL/SPH) successfully met most of its GRR's targets. For instance, maternal mortality was reduced from 2.69 to 2.19 maternal deaths per 1,000 live births (exceeding the 2.51 target), and the percentage of women who completed at least one prenatal care visit per trimester went from 74% to 83.3% (exceeding the 82% target). However, unexpected fiscal restrictions during project implementation hindered achievement of other targets, such as the development of Maternity Waiting Houses (*casas maternas*), only 3 were set up rather than the five planned.

4. Gender Safeguards

- 2.26 **The Environmental and Social Solutions Unit (VPS/ESG) has assessed 100% of high- and medium-risk (categories A and B) lending operations in preparation since 2017 to identify potential adverse impacts on women or men and risks of gender-based exclusion** (referred to broadly as gender-based risks). By comparison, in the previous GAP period (2014-2016), ESG was only able to conduct this assessment for the highest risk (category A) projects.
- 2.27 Between 2017 and 2019, 90 out of the 124 Category A and B operations (73%) were identified to have potential gender-based risks. A gender-based risk analysis was conducted for all these projects, resulting in the inclusion of mitigation measures to address the risks in their design.
- 2.28 **The percentage of operations found to have potential gender-based risks decreased each year during the GAP period** (Figure 5). VPS/ESG staff suggest that this is likely the result of increased technical support on gender issues for project teams (see Section III for further discussion on technical support). In other words, more teams were able to address potential gender-based risks proactively in the project's design before the formal review of safeguards. For example, while in the past, many projects that involved resettlement presented a potential risk to women's property ownership, it has become more common to promote land titling in women's names or in the name of the couple as a proactive measure at an early stage of project preparation.



- 2.29 **Four different types of gender-based risks were identified** for Category A and B projects in 2017-2019 (Figure 6). The most prevalent risk found in about half of the A and B projects with gender-based risks was the potential exclusion of women from project benefits. Gender-based violence was identified as a risk in more than a quarter of high- and medium- risk operations, while risks to women's livelihoods and women's ownership rights were identified in 18% of the projects (see Box 5 for examples).
- 2.30 In 2017-2019, VPS/ESG also expanded its participation in the technical supervision of the implementation of mitigation measures for the gender-based risks to include all high and medium risk projects in execution.



Box 5: Gender Safeguards - Examples

Agricultural and Agroforestry Technological Innovation Program (HA-L1107, CSD/RND). To mitigate the risk of **women's exclusion from project benefits**, the project's environmental and social mitigation plan has a gender strategy that includes research projects to develop new agricultural technologies for women's crops and support for post-harvest technologies targeted at women.

Project to Improve the Provincial Route 82 Corridor in the Province of Mendoza (AR-L1293, INE/TSP). To prevent the potential increase of **gender-based violence** linked to construction in the area, the company committed to develop, implement and enforce a Workers Code of Conduct that prohibits hiring personnel with criminal records related to sexual offenses. Training was provided for workers to raise awareness on gender-based violence, cultural sensitivity, the zero-tolerance policy for sexual harassment, violence against female workers, women, or children in the community.

Rehabilitation and Housing Program of the Bañado Sur in Asunción (PR-L1152, CSD/HUD and CSD/CCS). To safeguard **women's property rights**, the program promoted the titling of houses in the name of both men and women. To prevent **violence against women and girls** in temporary shelters, a women-led committee supervised operations and security, and two adults per family participated in a prevention program.

Program to Recover Locations Degraded by Solid Waste (PE-L1153, INE/WSA). To safeguard **women's livelihoods**, the project included a Recyclers' Social Inclusion Plan with actions aimed at formalizing female recyclers' activities, promoting women to leadership in newly established recyclers' associations and training women for higher quality jobs.

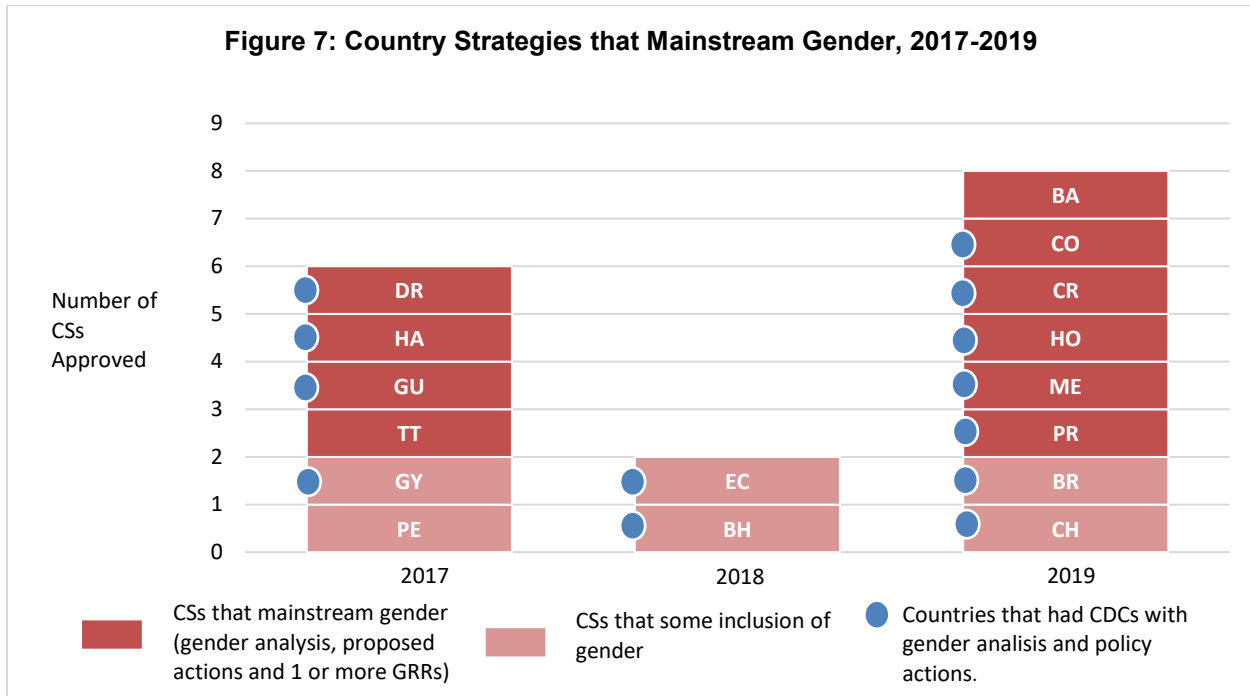
B. Agenda Setting

- 2.31 To help increase the visibility of gender equality issues on LAC regional and national policy agendas, as well as country demand for work on gender equality, the IDB undertook several agenda setting activities, including: (1) gender mainstreaming in country strategies (CSs); (2) policy dialogues and high-level meetings on sector-specific gender issues; (3) increasing partnerships to leverage resources and know-how on gender equality in the region; and (4) expanding communication activities targeted at IDB's borrowing member countries.

1. Gender Mainstreaming in Country Strategies

- 2.32 Country strategies are agreements between the IDB and its member countries about the parameters that will guide IDB Group support to the country for a given period or Government administration. Gender mainstreaming in CSs is a priority in the Gender Policy and GAP given that they are one of the IDB's key agenda setting instruments developed with its borrowing member countries.
- 2.33 **Sixty-three percent of CSs (10 of 16) approved in the 2017-2019 period mainstreamed a focus on gender equality**; this means that they included country-specific gender analysis, strategic actions and at least one GRR in the CS results matrix (Figure 7). This represents an improvement over the 53% reported for the 2014-2016 period, and it is just shy of the GAP 2017-2019 target of 65%.
- 2.34 It is important to note, however, that even those CSs that did not mainstream gender (i.e. did not include all three important elements – analysis, actions and a GRR) did discuss gender issues and proposed actions to address them. As a result, there were no CSs in the 2017-2019 period that had no mention of gender issues, compared to 33% of the CSs approved in 2014-2016.
- 2.35 **Most of the gender issues addressed in the CSs approved were social sector topics**, such as education, labor markets, and health, with the latter focusing mostly on issues such as pregnancy and maternal mortality. Gender issues in these sectors tend to be more readily addressed in CS, given greater availability of data and evidence of good practice policy operations. Nonetheless, several CSs for CCB and CID countries also included

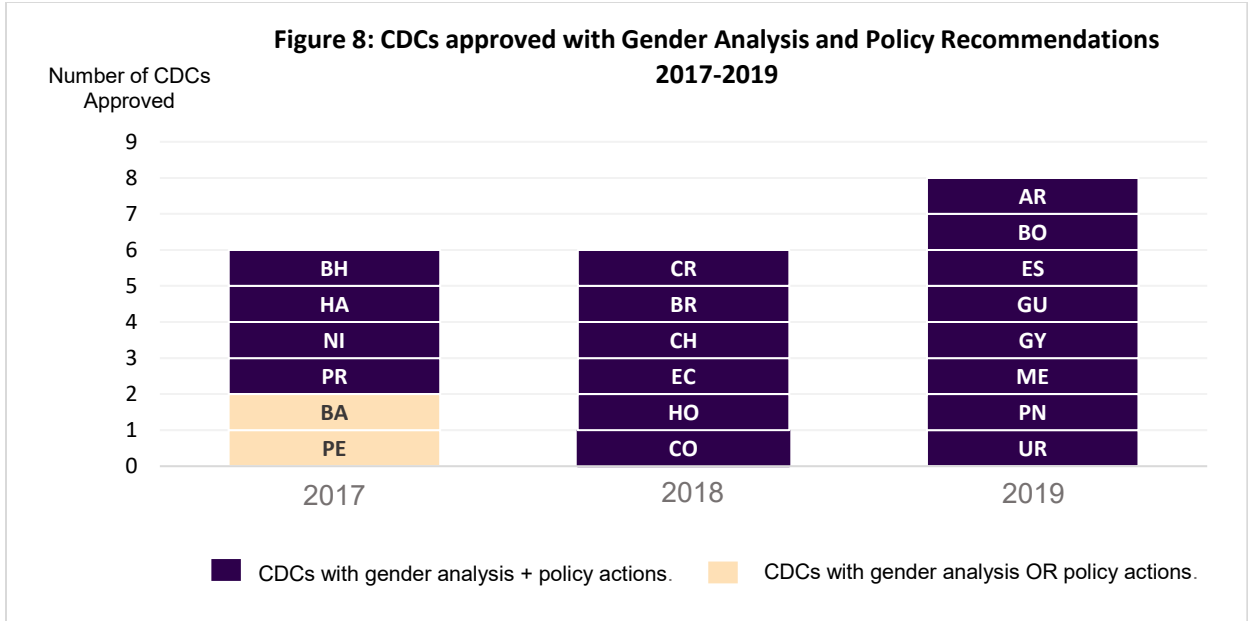
other gender issues, such as women's access to finance, leadership and entrepreneurship, and women and transport, indicating that it is feasible to expand gender mainstreaming in CS beyond the social sectors.



- 2.36 **Seven CSs²⁷ included a significant focus on gender,²⁸ with four standing out as good practices in gender mainstreaming: Haiti, Trinidad and Tobago, Costa Rica, and Mexico.** These four included gender analysis and proposed actions in at least two priority strategic areas, analysis of gender as a crosscutting issue, and at least one gender-related result in the results matrix (see Box 6 for an example).
- 2.37 **An analysis of the association between gender mainstreaming in CSs and subsequent lending** in 2017-2019 found that, on average, countries with no or minimal gender mainstreaming in their CSs had 43% of their loans approved with GSA compared to 57% of loans approved for countries that had significant gender mainstreaming in their CSs.
- 2.38 The process of CS preparation begins with **Country Development Challenges documents (CDCs)**. Given that CDCs provide the main analytical inputs and the Bank's dialogue with each country, gender mainstreaming in CDCs is also a priority action of the GAP.
- 2.39 **90% of CDCs approved from 2017-2019 addressed gender issues** (i.e. included gender analysis and policy recommendations in at least one thematic area); this surpasses the GAP target of 85% and represents a dramatic improvement over the 60% reported for 2014-2016 (see Figure 8).

²⁷ Barbados, Costa Rica, the Dominican Republic, Guatemala, Haiti, Mexico and Trinidad & Tobago.

²⁸ SCL/GDI, in coordination with VPC, conducted a review of all CSs and CDCs to rate the depth of the gender mainstreaming. The scoring was converted to three categories: None/minimal (0), Partial (1), Significant (2).



Box 6: Gender Inclusion in Country Strategies – An example

Haiti's Country Strategy includes analysis of key gender gaps and specific actions to address them across all of its strategic areas, including a focus on women's labor market participation, poverty, access to education, health and maternal mortality, and women's leadership and inclusion in public and private sectors. It contains three gender-related results indicators, 3 out of a total of 17 indicators. These include a reduction in the rate of maternal mortality, increased percentage of girls finishing elementary school, and increased percentage of women employed in public administration holding decision-making positions.

2. Policy Dialogues and High-level Meetings

- 2.40 **The Bank hosted or co-hosted sixty-seven policy dialogues and high-level meetings** (seminars, forums, summits and policy meetings) during 2017-2019 with public and private sector stakeholders to raise the visibility of gender equality issues across various sectors. These events included the exchange of new knowledge on gender issues and promising approaches for addressing them, as well as the launching of innovative initiatives.
- 2.41 One of these events was the Third Regional Policy Dialogue Meeting of the IDB's Gender Equality Network (2017), which explored women's economic empowerment in various areas such as in the labor market, small enterprise development, and fiscal policy. With the participation of finance ministries, women's ministries and fiscal experts, discussions included international best practices on mainstreaming gender in government budgets and the gender-differentiated impacts of taxes (for other examples see Box 7, and [Annex VII](#) for a full list).

Box 7: Regional Dialogues and high-level meetings on gender equality – Examples

“Masculinity in the Caribbean (SCL/GDI). The Bank co-hosted a policy dialogue on Masculinity in the Caribbean to reflect on gender role socialization for social and economic advancement. Representatives of governments, NGOs and private sectors of eight Caribbean countries discussed the impact of hegemonic masculinity on violence against women and gender gaps in educational performance and school to work transition. The meeting drew expertise from VPC and VPS as well as Promundo and the Institute of Gender and Development Studies Regional Coordination Office of UWI.”

Gender Summit (IFD/CTI). The IDB sponsored the second Gender Summit in LAC in 2017, as part of the global Gender Summit platform for dialogue on how science and technology (STI) can impact gender work and foster solutions to gender inequality. The event, held in Chile, focused specially on the link between gender equality in STI activities and the achievement of SDGs

Inclusive Cities Workshop Female Leadership in Urban Management (CSD/HUD and SCL/GDI) developed with the IDB Cities Network, was a key workshop which aimed to develop and improve new skillsets for all female attendees as well as promote greater female participation in LAC cities’ management. Thirty one female leaders from across Latin America (private, public, NGO’s, universities) attended the event, held at the IDB Headquarters, where discussion sessions regarding, among others things, urban design and private-public financing, field visits, and workshops on negotiation, leadership, and communication were held.

Launch of the Women’s Enterprise Seal for the City of Buenos Aires (IFD/FMM) was a key event co-hosted by the IDB and the Interamerican Network on Public Procurement to launch the Women’s Enterprise Seal. The Seal aims to provide a competitive edge to women-led and women-owned companies when competing for public contracts. The event included expert-led discussion on international experiences on gender and public procurement, and local challenges and opportunities.

3. Partnerships

- 2.42 **The IDB built twenty-nine new or expanded gender equality partnerships** during the GAP period, with governments, the private sector, Non-Governmental Organizations (NGOs) and other international organizations. They all aimed to promote investments in gender equality and women’s empowerment and raise the profile of these issues across the LAC region. This number is not only significantly higher than the partnerships established during the previous GAP period (7), but it also surpasses the GAP target of five partnerships.
- 2.43 The 2017-2019 partnerships (9 in 2017, 10 in 2018, and 10 in 2019) produced joint knowledge products and policy initiatives on gender in four main areas: women’s economic empowerment, institutional capacity, human capital development, and gender adaptation of public services (see Box 8 for examples).
- 2.44 About 62% (18) of the partnerships focused on women’s economic empowerment, including partnerships with: (1) Facebook for the #shemeansbusiness initiative; (2) the Global Banking Alliance for Women, the International Finance Corporation (IFC), the World Bank Group, the International Monetary Fund (IMF) and the Alliance for Financial Inclusion (AFI) to promote financial inclusion for women; and (3) the World Economic Forum (WEF) to establish Gender Parity Initiatives (currently referenced to as Gender Parity Accelerators) in various countries in the region (see Table 4 for partners and [Annex VIII](#) for a full list of partnerships).

Table 4: Partners working with the IDB on Gender Equality in LAC

Gender Adaptation of Public Services	
Institutional Capacity	        
Women's Economic Empowerment	             
Human Capital Development	  

Box 8. Gender Partnerships - Examples

#100KChallenge Campaign (INT/TIN and AIRBNB). In 2019, Airbnb joined the IDB's #100KChallenge to strengthen the digital and business capabilities of women entrepreneurs to add value to their businesses, promote their involvement in the tourism industry in LAC and increase their revenues. The #100KChallenge is part of an IDB initiative to invite private sector entities to join forces to create more and better opportunities for 100,000 women entrepreneurs in the Americas over the next three years

Gender Parity Initiatives: The IDB and the World Economic Forum joined forces starting in 2016 to implement Gender Parity Initiatives (or Accelerators) that promote public-private partnerships dedicated to advancing women's economic empowerment in LAC. Between 2017-2019, the IDB supported country diagnostics on economic gender barriers and gender parity action plans in Chile, Argentina, Panama, Colombia, the Dominican Republic and Costa Rica. By the end of 2019, the Accelerator initiatives had achieved the following results: (1) over 200 companies became part of the initiatives throughout LAC, nearly one third of which had created company-level action plans to achieve gender parity; (2) in Chile, childcare coverage was expanded and a legal reform was established requiring lactation rooms in private companies; (3) in Argentina, a gender parity certification program for private sector companies was established; (4) in Panama, two laws passed related to gender wage gaps and women's participation in public companies' top executives positions; and (5) the IDB's first policy-based loans on gender in Argentina and Panama were approved to help fulfill commitments initiated by the Accelerators.

Lights on Women Podcast - Latin America and The Caribbean Edition (INE/ENE and Florence School of Regulation (FSR)): The IDB and the FSR joined forces to shine a light on women working in the energy sector in LAC. The podcast focused on the experiences and achievements of women working in energy fields in LAC.

Transport Gender Lab (TGL): INE/TSP supported the establishment of a network of 12 cities across LAC committed to improving the situation of women in the transport sector. TGL has established a regional platform focused on generating and disseminating information about gender and transport in the following categories: knowledge, awareness and education, prevention, employment, new technology tools, access to justice, and infrastructure with a gender perspective. Studies highlighted have included topics such as travel behavior of women, women's participation in transport labor market, and the inclusion of the gender perspective in the design of public transport projects, among others.

4. Supporting Women's Leadership in Policy Making

- 2.45 The Emerging Women Leaders Program (EWL) is an IDB initiative to strengthen women's leadership and to promote the inclusion of a gender perspective in public policies and government agendas. From 2017 to 2019, the IDB implemented four EWL pilot programs in Argentina, Peru, the Dominican Republic and Panama, from which 137 women in mid-management positions in the public and private sector graduated. This surpassed the GAP target of three pilot programs implemented for the GAP period.
- 2.46 The PROLID (Program to Support the Leadership and Representation of Women) Network continued its efforts to increase women's access to decision-making positions and their effectiveness in power, in order to strengthen democratic processes and institutions in the LAC region. During the 2017-2019 GAP period, the PROLID Network generated over fifty articles in media outlets and disseminated over five hundred posts in social media with tools and information to strengthen women's leadership skills. The network also created five communities of practice to support the EWL program in Latin America and the Caribbean.

5. Communications

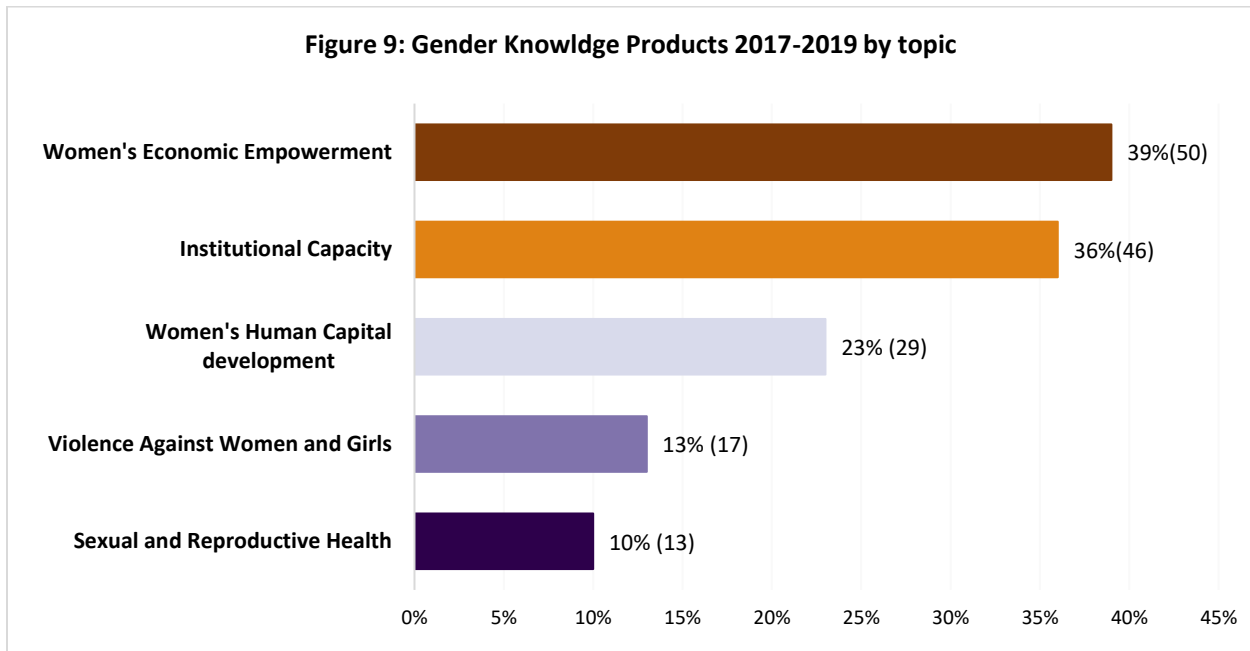
- 2.47 IDB's main gender communications initiative between 2017-2019 was the "100% Committed to Gender Equality" campaign, created to highlight the importance of a cross-cutting approach to gender to improve the lives of men and women in the region and strengthen the Bank's positioning as a thought leader and partner of choice in the region. Through the campaign, IDB shared stories of analytical work, best practices, projects and other Bank initiatives.²⁹
- 2.48 For the 2017-2019 GAP period, the "100% Committed to Gender Equality" campaign positioned the IDB Group as the regional leader of the public conversation on gender issues in digital platforms and media outlets with a 47% of weighted Share of Voice (SOV) over key competitors such as the World Bank, ECLAC and CAF. Prior to the campaign, IDB's SOV was 28%. The campaign's target audience included policy makers, the private sector, opinion leaders, media, and the general public in LAC.
- 2.49 Other achievements include:
- 350,00 views of IDB's gender equality social media videos.
 - 146,500 views of Facebook Lives on gender themes.
 - + 20,000 in social media engagement under "#equidadtotal" + 30 publications in traditional media featuring the campaign's key messages and content, opinion pieces and interviews with IDB Staff and Senior Management.
 - 411,697 blog page views of posts with gender content from the campaign published on 15 of the Bank's blogs from July 2017 to March 2019.
- 2.50 In addition, since its design and content update in 2018, IDB's gender and diversity website in Spanish has received 2,881 pageviews (an increase of 277.6% from its previous version), with a 55% increase on the average time spent by visitors on the page.

²⁹ Topics included women's economic empowerment, female labor force participation, voice and leadership, access to quality services, and safety and wellbeing, as approached in the following sectors: transport, water and sanitation, energy, banking and financial institutions, agribusiness and food security, housing and urban development, health, science, technology and innovation, fiscal management, labor markets, citizen security, climate change, and education.

- 2.51 In addition, four gender communications campaigns were executed through social media channels between 2017-2019; they were developed around two key yearly events, International Women's Day and the International Day for the Elimination of Violence against Women, during which interest and engagement on gender issues peak in the public conversation. Dissemination and communications products developed for social media campaigns included: Executive summaries of analytical work, FB Lives, GIFs, Short informational Videos, social media post cards, social media toolkits, blogs, and op-eds.
- 2.52 The IDB's gender and diversity blog *¿Y si hablamos de igualdad?* had 1,092,490 pageviews from 2017 to 2019, and over that period 74% of posts were on gender topics. There was a 72% increase in followers of GDI's Twitter account @BID_Igualdad.

C. Knowledge Development

- 2.53 The IDB pursues a robust knowledge agenda to generate new knowledge on regional gender issues and what works to address them. For the 2017-2019 GAP period, the IDB produced 128 new gender knowledge products,³⁰ including 90 analytical studies, 30 tools related to operational work, and 8 gender-specific impact evaluation (see [Annex IX](#)). This is significantly higher than the 82 knowledge products published during the 2014-2016 GAP period. These gender knowledge products contributed to addressing one or more of the topics aligned with the GAP strategic lines of action (Figure 9).
- 2.54 All gender-related knowledge products published between 2017 and 2019 had been downloaded **204,507** times as of January 30, 2020. The most frequently downloaded knowledge products were those addressing violence against women and girls, women in urban spaces, and women's labor force participation. The three most popular publications were this addressing women and the future of work, women and Fintech, and women and urban cycling (see Box 9 for examples).



³⁰ These products include gender equality issues or gender-specific impacts as their primary focus.

Box 9: Gender Analytical Studies and Impact Evaluations - Examples

The future of work in Latin America and the Caribbean: What will the labor market be like for women? (SCL/LMK and GDI) showed that while the digital revolution will result in job losses for both men and women, women are more vulnerable to job loss due to automation. Furthermore, it explored the potential of the gig economy to overcome barriers that hinder the participation of women in the labor market.

Fintech: Latin America 2018: Growth and Consolidation (IFD/CMF) tackles gender issues in LAC Fintech industry and women's financial inclusion in three dimensions: women as founders of Fintech companies, women as workers in the Fintech industry, and women as users of Fintech services.

Women and Urban Cycling: Promoting inclusive mobility policies in Latin America (in Spanish) (CSD/HUD) presents a case study from Buenos Aires identifying five key elements to design an urban cycling public policy targeted to women.

Sumaq Warmi: Reducing Violence Against Women in Microfinance (RES/RES) is the final evaluation of a project that provided an educational training focused on violence against women and children to women who were already participating in a micro credit program. The study found that the treatment made women more aware of the violence-related resources available to them and more likely to perceive their partners as controlling. It also had a positive impact on women's land ownership and titling and their propensity to inform a neighbor about family relationships.

Livestock Transfers, Food Security and Women's Empowerment: Evidence from a Randomized Phased-in Program in Nicaragua (CSD/RND) explores the impact of a livestock transfer program that targeted small-holder female farmers with high levels of food insecurity in Nicaragua. The results confirm that program participation produced higher income from livestock sales and home consumption from own production. Moreover, positive impacts on women's empowerment and gender parity within the household were found, mainly driven by higher level of associativity.

III. FACTORS CONTRIBUTING TO AND LIMITING PROGRESS

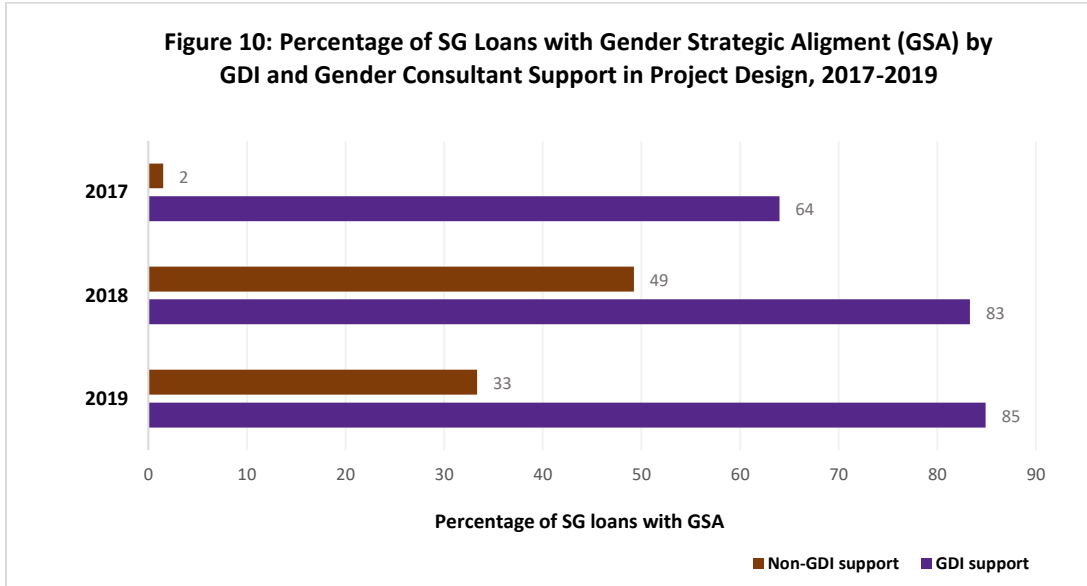
- 3.1 This section of the report outlines several factors that have contributed to the progress to date associated the IDB's operational work that support gender equality, as well as some challenges affecting further advancement in this area. These factors were drawn both from the internal analysis undertaken for this report and from the external assessment³¹ (see summary in [Annex II](#)).

A. Gender Mainstreaming in Project Design

- 3.2 **Strong commitment from IDB management and the Board of Directors** has been a fundamental contributing factor for the advances achieved gender mainstreaming in project design. This support has been demonstrated through various concrete actions, such as: (i) prominent inclusion of gender equality in corporate strategies and results frameworks, including the updated CRF referenced in Section I; (ii) routinely embedding goals and targets related to gender equality work in the Bank's annual performance review, which serve as incentives for staff; and (ii) explicit comments on gender mainstreaming throughout project preparation.
- 3.3 **Direct technical support** from gender experts, including SCL/GDI and consultants, has played a pivotal role. Between 2017 to 2019, the number of SG loans in design supported by gender experts more than doubled, averaging 30% of all SG loans approved over the period (86 out of 292). The coverage of that support increased annually, from 18% of approvals in 2017 to 26% in 2018 and 45% in 2019. This increase was paired with more loans approved with GSA; of loans that received direct technical support in design, 77%,

³¹ The external assessment included multiple methods, including key informant interviews, on-line surveys targeted to staff working on SG loans and country strategies, field visits to projects in two countries, and an input-output, econometric model. Interview included 43 IDB staff members, including division chiefs, managers, the Executive Vice President, and the Vice President for Sectors and Knowledge. 265 staff responded to the surveys: 42.2% responded from VPC and 57.7% from VPS.

on average, were approved with GSA (64% in 2017, 83% in 2018 and 85% in 2019, see Figure 10). On the contrary, only 28% on average of SG loans that did not receive gender mainstreaming technical support had GSA at approval. Furthermore, the external assessment found that loans with gender technical support were 30 percent more likely to have gender strategic alignment than loans that did not have any technical support.



- 3.4 **Screening of 100% of the IDB pipeline** early in the year was introduced in 2018 to identify gender mainstreaming opportunities across sectors and regions. This exercise, led by SCL/GDI in collaboration with all VPS divisions, has helped make more systematic and strategic the targeting of technical support. Priorities are updated mid-year to consider fluctuations in the project pipeline.
- 3.5 **Broadening the criteria for gender strategic alignment** in the CRF Technical Guidance Note at the beginning of 2018 also contributed to the significant increase in operations with quality gender mainstreaming in design. This change allowed for the inclusion of gender analysis, actions and GRRs in project design that were not necessarily linked to the main objective of the operation. According to many interviews conducted for the external assessment, this change has been a game-changer. Further, thirty-three percent of respondents of the survey directed to operational staff in VPS confirmed that the revised criteria made it easier to include gender-related actions and results in loans.
- 3.6 **Greater involvement of other staff in gender mainstreaming work:** According to the survey circulated to VPS staff for the external assessment, 74.5% indicated that they had led or contributed to a loan that included gender-related actions and results, a significant increase compared to 58% for the 2014-2016 period. This increase suggests that more staff members are engaging with gender issues and incorporating gender into operations. Despite positive trends in gender mainstreaming, the external assessment also identified various challenges regarding the IDB's capacity to address gender issues in Bank projects.
- 3.7 **Inadequate human and financial resources for gender technical support** in lagging sectors and countries was a key theme during assessment interviews. In the survey, 38% of VPS respondents reported that additional resources for consultants would help them better integrate gender-related actions and results in their work.

- 3.8 **More sector-specific research and data** was identified as a need to improve gender mainstreaming by over half of staff surveyed. Interview informants echoed a need for more knowledge products or greater visibility of existing knowledge products to support gender mainstreaming efforts. While a greater number of knowledge products on gender were produced during the 2017-2019 period than the previous GAP period, staff were not always aware of them, even in cases when they were related to their specific sectors.

B. Gender Mainstreaming in Project Execution

- 3.9 While gender-related results reported in Project Completion Reports approved between 2017 and 2019 (see Section II.A.3) and the staff responses for the external assessment indicate that there has been progress implementing gender-specific actions and achieving gender-related results, the external assessment identified many challenges.
- 3.10 **Technical support provided by gender specialist**, especially those who provide support in country offices, have helped to increase the knowledge base on the execution of gender components in projects. During 2017-2019, there was a substantial increase in the number of projects in execution supported by GDI experts, increasing from 8 in 2017 to 15 in 2018 to 53 in 2019. Other support has been provided by gender consultants hired to work within country offices, usually on a short-term basis.
- 3.11 From all VPS survey respondents, 22 % specifically mentioned that having enough staff or consultants for monitoring and oversight had made it possible for them to monitor gender-related actions and results during implementation. On the other hand, 27 percent of survey respondents mentioned not having enough budget/staff for such technical supervision.
- 3.12 **Implementation of gender-related outputs.** The interviews conducted show that there is learning in the implementation stage about a gender approach. While in the design stage, gender tends to be understood by many as "benefitting women," field interviews conducted for the external assessment underscored that during the implementation stage, many specialists and members of executing units more easily articulate an opportunity to work on minimizing gender gaps between men and women, and to work on masculinity to reduce VAWG and close gender gaps.
- 3.13 **Project Executing Units often have limited capacity.** In the survey, 38% of VPS staff respondents identified the lack of staff with responsibility for gender mainstreaming and implementation of gender-related activities within the executing agency as the key obstacle. The assessment also identified staff concern with the overall availability of data for reporting on progress towards the achievement of GRRs, noting that the responsibility for collecting monitoring data typically falls to the country government or client, who may or may not have the capacity or interest to do so.
- 3.14 **In some cases, gender is not a priority at the country level.** Interviewees noted that it was difficult to address gender, especially during project execution, when the country governments do not have a strong and genuine desire to do so. During field visits, IDB staff reported that the Bank has the greatest influence at the design stage of the project, and that during project execution, it could only encourage the executing unit to carry out the gender-specific actions.

C. Direct investment

- 3.15 As mentioned in Section III, growth in direct investments in gender equality during the 2017-2019 was largely associated with an increase in Social Sector lending.

- 3.16 **The Social Sector Department, for the first time, has worked on innovative solutions, such as PBLs on gender equality with a multisectoral approach**, which was appealing to several countries (Ecuador, Panama and Argentina), including issues of social protection and health, education, labor markets and violence against women. The multisectoral teams worked together with country counterparts to develop policy commitments that could address priority gender issues and gaps from multiple angles, thus promising to be more effective. Leadership of the IDB project team within the country offices facilitated collaboration across multiple ministries.
- 3.17 **The presence of the public-private Gender Parity Accelerator Initiatives** in two of these countries also contributed to country demand for policy-based lending on gender to support the policy changes identified as priorities by these partnerships.

D. Safeguards

- 3.18 **The overall increase in the size of the team dedicated to social safeguards within VPS/ESG** (which nearly doubled between 2016 and 2019) was the main factor contributing to the expanded application of gender safeguards between 2017 and 2019. Another important factor was the integration of gender safeguards into the overall technical support provided on safeguards to project teams. Also, with the merge out of the private sector into IDB Invest, the volume of high and medium-risk loans that ESG staff had to support decreased.
- 3.19 ESG staff also acknowledge the **expanded support for gender mainstreaming** in general has helped improve team's treatment of potential gender-related risks from an early stage of project design, thus reducing the portion of lending operations that trigger gender safeguards.

E. Country Strategies

- 3.20 **Gender mainstreaming in country strategies benefits greatly from available knowledge products**, such as country studies and sector framework documents. From all VPC respondents from the survey conducted for the external assessment, 56.5% report used country studies as sources of information to include gender-related actions and results in country strategies, while 43.5% percent of respondents used sector framework documents for the same purpose. GDI specialists were also cited as a primary resource on gender mainstreaming.
- 3.21 **Inadequate data on country-level gender issues** was the most commonly cited challenge affecting gender mainstreaming in country strategies in survey and informant interviews, followed by weak monitoring and evaluation mechanisms in country, and a lack of priority given to gender by the country government. Even though the paucity of data was identified as a key constraint, only two CSs approved during the 2017-2019 period identified the strengthening of national statistical agencies' ability to collect gender-disaggregated data as a priority.

IV. CONCLUSIONS AND RECOMMENDATIONS

- 4.1 From 2017-2019, the Bank made substantial progress addressing gender equality in its lending portfolio, both in terms of the quantity and quality of gender mainstreaming in SG loans. The tripling of SG loans approved with gender strategic alignment across all sectors of the Bank is indicative of this improvement. The Bank also substantially increased the volume of direct investments in gender equality, about 150% more than this investment during the prior GAP period (2014-2016). The introduction of PBLs focused on gender

equality into the IDB's portfolio in 2018 and 2019 has opened the door for greater use of this instrument going forward.

- 4.2 Progress was also achieved in: (i) more systematic application of gender safeguards, (ii) a pronounced increase in the body of analytical work on sector-specific gender issues in the LAC region; (iii) improving the quality of the attention to gender in country strategies, and (iv) highly visible engagement and communications around gender equality policies and initiatives across the region.
- 4.3 Lessons learned from this GAP period point to the following challenges that need to be specifically addressed going forward. These included the following:
- (i) While there is greater gender analysis, actions and results indicators included in projects design, the level of quality varies considerably.
 - (ii) The Bank's ability to monitor and facilitate the achievement of gender-related results in project execution is hampered by limited human and financial resources dedicated to technical supervision with a gender focus.
 - (iii) Increasing the capacity of IDB member countries, and specifically project executing units, to implement the gender-specific actions included in IDB-financed projects needs greater attention.
 - (iv) There is persistent need to generate and disseminate more sector-specific data on gender equality issues and evidence on what works to address gender equality.
 - (v) Proactive action on the part of the IDB is required to expand the Bank's direct investments and strategic PBLs on gender equality.
- 4.4 **An updated GAP for 2020-2021** will be developed during the second quarter of 2020. It will detail how the IDB will build on the progress and address some of the challenges identified in this report. This section describes some initial thoughts on how these challenges might be met:
- ***Increase of focus on the quality of the gender-related analysis, actions and results indicators*** in the design of SG loans.
 - ***Continue to expand technical support on gender mainstreaming in project design across sectors***, with priority attention to those sectors and departments that are newer to the gender equality field or where progress has been more challenging, and to the quality of the proposed interventions and results.
 - ***Bolster the level of technical support for project in execution***, through the collaboration of SCL and other personnel based in country offices and their active involvement in the supervision of project execution.
 - ***Expand national institutional capacity building on gender equality and data collection for executing agencies in IDB borrowing member countries***, both through components in lending operations and technical cooperation.
 - ***Build on SCL's experiences developing multisectoral lending operations that directly invest in gender equality***. Seek to develop new gender policy-based loans in the Social Sector and other Bank sectors.
 - ***Continue to strengthen the application of the Bank's gender safeguards***, particularly during project execution, in line with the IDB's proposal to include a stand-

alone gender equality performance standard in its new Environmental and Social Policy Framework (forthcoming in 2020).

- **Strengthen policy recommendations in CDCs** related on gender equality and gender mainstreaming to better inform this area of the country strategies.
- **Continue to pursue agenda setting activities and knowledge dissemination** to help spur greater interest among borrowing member country governments in investing in gender equality.
- **Strengthen internal capacity to address gender equality in project design and execution** through greater internal dissemination of gender knowledge products and good practices of gender mainstreaming, as well as training on gender mainstreaming.
- **Continue to support data collection on gender equality issues across multiple sectors**, at the country and subnational levels, to inform country strategies and establish baselines for sector operations.
- **Ensure greater inclusion of sex disaggregated beneficiary indicators in SG loans** as part of the Bank's and its members countries' efforts to better document the diverse groups of the population that it benefits.
- **Support new impact evaluations and rigorous research initiatives** that generate much need data and evidence to substantiate the gender specific actions and results in IDB-financed operations.
- **Looking forward**, given the approval of the IDB's first Diversity Action Plan (DAP, 2019-2021) in 2019, maximize synergies between the GAP and the DAP to (1) make the best use of the gender and diversity expertise providing technical support for mainstreaming in SG loans, (2) more systematically address the intersection between gender and diversity issues in Bank operations and analytical work, and (3) merge the two instruments into one Gender and Diversity Action Plan beginning in 2022.

4.5 The updated GAP for 2020-2021 will be developed and implemented under the new institutional arrangements for environmental and social sustainability at the IDB, which encompasses: (i) strengthened arrangements to mainstream environmental and social issues under VPS/VPS coordination; and (ii) the implementation of the new Environmental and Social Policy Framework (ESPF),³² which proposes a stand-alone standard on gender equality.

³² The ESPF is expected to be approved in the second semester of 2020.

RESULT MATRIX – GAP 2017-2019

Indicators	2014-2016 Results	2017-2019 Targets	2017-2019 Results
Main Objective: Support the successful implementation of the Bank's Gender Policy by expanding and improving the quality of the interventions that seek to promote gender equality and women's empowerment.			
% of all SG loans approved that are strategically aligned with gender ³³	(2016) 22%	40%	47%
Objective 1: Contribute to increasing the visibility of gender equality issues and innovations to address them on the public policy agenda and in development programming in IDB borrowing member countries, through IDB CSs and other instruments.			
Country Strategies			
% of all Country Strategies approved that include (i) gender-related results indicators, (ii) analysis of gender issues, and (iii) policy actions to address them.	53%	65%	63%
% of CDCs finalized that incorporate gender analysis and policy recommendations.	60%	85%	90%
Country-level analytical inputs for CDCs prepared by VPS divisions that integrate a focus on gender equality and women's empowerment.	N/A ³⁴	50% ³⁵	85% ³⁶
Policy Dialogues and Partnerships			
# of Regional Policy Dialogues and High-level Meetings with Public and Private Sector Stakeholders that include a focus on gender equality issues.	16	16	65
# of Strategic Partnerships that produce joint knowledge products or policy initiatives.	4	5	27
# of PROLID network communities of practice launched	0	3	5
Emerging women leaders pilot program implemented in IDB member countries	0	3	4
Communications			

³³ Strategic alignment with the UIS gender and diversity cross cutting theme is a CRF indicator. During the GAP 2017-2019 period, this indicator will replace the indicator used in the previous GAP as a proxy for quality mainstreaming in project design.

³⁴ This indicator was not tracked during the GAP 2014-2016.

³⁵ Given that there is not a baseline for this indicator, this was an aspirational target.

³⁶ This percentage reflects inputs provided by GDI only.

Indicators	2014-2016 Results	2017-2019 Targets	2017-2019 Results
An external communication campaign implemented: 100% committed to gender equality ³⁷	0	1	1
% increase in views and clicks of the updated IDB Gender Portal	NA ³⁸	10%	299%
# of dissemination initiatives executed through IDB's social media channels (including twitter campaigns and Facebook live events)	0	24	62 ³⁹
# news, stories, interviews, and op-eds placed in key traditional media	31 ⁴⁰	34	40
Objective 2: Expand and improve the quality of IDB-financed operations (lending and non-lending) that proactively support gender equality and women's empowerment, in both project design and execution.			
Strategic Lines of Action			
% of SG loans that address priority lines of actions agreed up by sectors	N/A	Monitor ⁴¹	95%
Gender Mainstreaming in Operations			
% of all SG loans approved that have GRRs in the project result matrix at entry	41%	50%	55%
% of sovereign guarantee loans disaggregating project beneficiaries by sex in the results matrix (as % of projects with identifiable beneficiaries)	68%	85%	40%
Direct investment			
# of SG loans approved that directly invest in gender equality or women's empowerment	2	4	5

³⁷ The results of the campaign were assessed through two measures: (i) Increase of share of voice (i.e. percentage of online content and conversations about the organization or the product, including presence in online media outlets, portals, social media, and blogs); and (ii) increase of subscriptions to the blogs of the respective sectors/divisions.

³⁸ The baseline is currently being constructed by EXR (currently KIC).

³⁹ These include Facebook Live events, videos and Instagram stories.

⁴⁰ For 2015 and 2016.

⁴¹ It was not feasible to establish a target ex ante for the % of loans that would address the identified lines of action, given that it will depend on multiple factors, including country demand and institutional capacity and data availability.

Indicators	2014-2016 Results	2017-2019 Targets	2017-2019 Results
% of technical cooperation and IDB Lab grants approved that directly invest in gender equality or women's empowerment	5%	7%	6.5%
Project Execution and Completion			
% of PMRs for sovereign guarantee loans reporting on GRRs that were included in their results matrix in design	(2016) 72%	80%	75%
% of PCRs for sovereign guarantee loans reporting on the results associated with GRRs included in their results matrix in design	N/A ⁴²	80% ⁴³	94%
% of GRRs included in SG loan results matrices that are achieved during project execution	N/A	Monitor	62%
Objective 3: Systematically apply the gender safeguards directive of the IDB Gender Policy to IDB-financed operations.			
% of operations that, having triggered the safeguards line of action of the Gender Policy, carried out a gender-risk analysis as part of the assessment process	N/A	100%	100%
% of operations that having identified gender-based risks included specific gender-based mitigation measures in design	N/A	100%	100%
Mechanism established for tracking the implementation of mitigation measures associated with gender-based risks	0	(2018) 1	1
Objective 4: Generate and broadly disseminate knowledge on key gender gaps in LAC and evidence on what works to address them. ⁴⁴			
Downloads of IDB gender studies/impact evaluations on the IDB publications site	N/A	Monitor	204,507 ⁴⁵
Analytical studies on priority gender issues completed	48	Monitor	90
Project impact evaluations that assess gender-related impacts completed	11	Monitor	7

⁴² The sample was too small to establish a baseline.

⁴³ Given that some projects modify or eliminate some expected outcomes and outputs during project execution, for several reasons, it is not possible to expect that 100% of projects that included GRRs at entry will have maintained them through to completion.

⁴⁴ While it is not feasible to establish targets for the indicators included under this objective, they will be monitored and reported on in the GAP reports.

⁴⁵ This total excludes publications in peer-reviewed journals, books and/or other publications published outside the IDB, which cannot be tracked by Bank systems.