

REPORT ON THE IMPLEMENTATION OF THE DIVERSITY ACTION PLAN, 2019-2021 AND THE UPDATE TO THE GENDER ACTION PLAN, 2020-2021

March 2022

This report was prepared by Anne-Marie Urban (SCL/GDI); Judith Morrison (SCL/GDI); Florencia Savoca Truzzo (SCL/GDI); Juanita Ardila Hidalgo (SCL/GDI); Beatriz Morales (SCL/GDI); Naiara Martinez (SCL/GDI); and Nathalia Maya Scarpeta (SCL/GDI) with comments and contributions from M. Caridad Araujo (Chief SCL/GDI) and members of the inter-departmental group of Gender and Diversity Focal Points.

According to the Access to Information Policy, this document is being made publicly available simultaneously with its distribution to the Board for information.

CONTENTS

EXECUTIVE SUMMARY

| | |
|--|----|
| I. Introduction | 1 |
| II. Benchmarking progress | 3 |
| A. Agenda Setting | 3 |
| 1. Gender and Diversity Mainstreaming in Country Strategies | 3 |
| 2. Regional Policy Dialogues and High-Level Meetings..... | 5 |
| 3. Strategic partnerships | 6 |
| 4. Communications | 7 |
| B. Support Diversity and Gender Equality Through Operations..... | 9 |
| 1. Diversity and Gender Mainstreaming in the Design of Operations..... | 9 |
| 2. Direct Investments in Diversity and Gender Equality | 17 |
| 3. Project Execution and Results..... | 19 |
| C. Preventing Gender-Based Risks..... | 22 |
| D. Knowledge Development, Dissemination and Capacity Building..... | 23 |
| III. Factors Contributing to and Limiting Progress | 26 |
| A. Mainstreaming in Project Design | 26 |
| B. Gender and Diversity Mainstreaming in Project Execution..... | 28 |
| C. Differences across Diverse Population Groups..... | 29 |
| D. Gender and Diversity Direct investment Projects | 29 |
| E. Country Strategies | 30 |
| IV. Conclusions and Recommendations | 30 |

| ANNEXES | |
|------------|--|
| Annex I | Results Matrix - DAP 2019-2021 and GAP 2020-2021 |
| Annex II | External Assessment Report of the Implementation of the IDB Diversity Action Plan and Gender Action Plan, 2019-2021: Summary of Findings |
| Annex III | Diversity Overview |
| Annex IV | Regional Policy Dialogues and High-level Meetings with a focus on Gender Equality |
| Annex V | Strategic Partnerships |
| Annex VI | Sovereign Guarantee (SG) Projects with Gender and Diversity Strategic Alignment |
| Annex VII | GAP Strategic Lines of Action, Grouping by Thematic Issues |
| Annex VIII | IDB Operations Directly Investing in Gender Equality or Diversity (Loans, TCs and IDB Lab projects) |
| Annex IX | PCRs for Projects with GRRs in Design Approved from 2020-2021 |
| Annex X | Gender and Diversity Analytical Work |
| Annex XI | Learning events on gender and diversity |

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 |
| CRF | Corporate Results Framework |
| CRPD | Convention on the Rights of People with Disabilities |
| 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 |
| DAP | Diversity Action Plan |
| DRR | Diversity Related Result |
| DSA | Diversity Strategic Alignment |
| ERM | Eligibility Review Meeting |
| ESPF | Environmental and Social Policy Framework |
| G&D | Gender and diversity |
| GAP | Gender Action Plan |
| GDAP | Gender and Diversity Action Plan |
| GRR | Gender-Related Result |
| GSA | Gender Strategic Alignment |
| IFD/CMF | Connectivity Markets and Finance Division |
| IDB | Inter-American Development Bank |
| IDB Lab | Inter-American Development Bank Innovation Laboratory |
| IFD | Institutions for Development Sector |
| IFD/CTI | Competitiveness Technology and Innovation Division |
| IFD/FMM | Fiscal Management Division |
| IFD/ICS | Innovation in Citizen Services Division |
| IGR | Investment Grants |
| INCAE | Instituto Centroamericano de Administración de Empresas |
| INE | Infrastructure and Energy Sector |
| INE/ENE | Energy Division |
| INE/RND | Environment, Rural Development & Disaster Risk Management Division |
| INE/TSP | Transport Division |
| INE/WSA | Water and Sanitation Division |
| INT | Integration and Trade Sector |
| IP | Indigenous Peoples |
| IPG | Gender Parity Initiative (Gender Parity Accelerator) |
| IPWG | Inter-Departmental Gender Policy Working Group |
| KIC | Knowledge, Innovation and Communication Sector |
| LAC | Latin America and the Caribbean |

ABBREVIATIONS

| | |
|---------|---|
| LGBTQ+ | Lesbian, Gay, Bisexual, Transgender/Transexual + other diverse gender identities and sexual orientations. |
| MAEG | Employment Action Framework with a Gender Perspective |
| MSMEs | Micro, Small and Medium Enterprises |
| ORP | Office of Outreach and Partnerships |
| PCR | Project Completion Reports |
| PMR | Project 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 |
| SG | Sovereign Guarantee |
| SGBV | Sexual and Gender-Based Violence |
| SPD | Office of Strategic Planning and Development Effectiveness |
| SPD/SMO | Strategy Monitoring Division |
| TC | Technical Cooperation |
| UIS | Update of the Institutional Strategy |
| VPC | Vice Presidency for Countries |
| VPF | Vice Presidency for Finance and Administration |
| VPS | Vice Presidency for Sectors and Knowledge |
| VPS/ESG | Environmental and Social Solutions Unit |

EXECUTIVE SUMMARY

This document reports on the Bank's first Diversity Action Plan (DAP) and on the fourth iteration of its Gender Action Plan (GAP). Therefore, progress in each of these two areas should be analyzed in the context of the different accumulated experience in each.

The IDB has achieved significant progress in terms of support for gender and diversity (G&D) through the strategic alignment of its operations at approval. The percentages of sovereign-guarantee loans and investment grants over US\$3 million approved in 2021 with gender and diversity strategic alignment were 76% and 37%, respectively. For both G&D, current action plan and Corporate Results Framework targets have been exceeded.

However, the quality of G&D mainstreaming varies significantly across operations. For example, diversity-related results (DRRs) are still more present as project outputs than they are as outcomes or impacts. Also, in some cases, both gender- and diversity-related results lose importance and fall short during project execution. One of every four of the operations approved during the DAP period included DRRs. Of them, 51% included only output indicators, while 42% included at least one specific objective indicator, and 15% at least one general objective indicator. On the other hand, of the projects with GRRs in the current GAP period—which were two out of three of the totals approved during that period—33% had only outputs, while 63% and 16% included general and specific objective indicators, respectively. This is an important increase relative to the previous action plan, but there is still a significant margin of improvement.

The DAP set aggregate targets for diverse population groups. Yet, progress in operations has been uneven across these four groups, with greater advances for persons with disabilities and less progress for groups for which the Bank has had a longer history of focus, such as indigenous peoples or African descendants.

Direct investment technical cooperations (TCs) that focus on gender and diversity play an important role in supporting strategic alignment during design and execution, and in enabling the conditions for direct investment loan operations. The total volume of direct investments (loans and TCs) in gender equality was about 170% above the total reported for the previous GAP period. While the number of direct investment loan operations in gender is still small and direct investment diversity loan operations are less common, these investments are demonstrating their potential in promoting gender equality, economic opportunities for women, development with identity and the inclusion of populations from diverse groups.

Attention to gender and diversity issues in country strategies has increased. All country strategies approved in 2020-2021 addressed gender issues and forty-three percent of those approved in 2019-2021 included a focus on diversity. This is an important step towards transforming gender and diversity into key business lines of the Bank.

The Bank's analytical work published throughout 2019-2021 made a substantial contribution to increasing knowledge on gender and diversity issues, complementing country-level efforts to produce more and better statistical data on gender and diversity in national surveys and censuses. However, there are still information gaps at the project level, with heterogeneity across sectors, countries, and population groups.

I. INTRODUCTION

- 1.1 The Inter-American Development Bank Group (IDBG) is strongly committed to improving lives through its support for gender equality and diversity across Latin America and the Caribbean (LAC). This commitment is clearly articulated in multiple IDBG instruments, including [Vision 2025: Reinvesting in the Americas](#), which underscores the importance of strengthening gender and diversity (G&D) mainstreaming and the development of a business line of investments that specifically contributes to these issues. Vision 2025 builds on existing commitments established by the IDB's operational policies on gender equality ([OP-761](#)) and indigenous peoples (OP-765), as well as the Second Update to the Institutional Strategy–UIS (AB-3190-2), which maintains gender and diversity as one of the institution's three cross-cutting themes. The IDBG's [Corporate Results Framework](#) (CRF) monitors progress on the institutional strategy and includes indicators to measure its contribution to G&D. Finally, the IDB's [Gender and Diversity Sector Framework Document](#) (SFD)¹ provides a synthesis of the main development challenges and evidence on policies that promote G&D and identifies priority lines of action for the work of the IDBG.
- 1.2 The Diversity Action Plan (DAP) and the Gender Action Plan (GAP) are the main corporate instruments for operationalizing these commitments within the Bank. The GAP focuses on the Bank's support for gender equality and empowerment, and the DAP supports four diverse populations groups that are also prioritized in the UIS: indigenous peoples (IP), Afro descendants (AD), persons with disabilities (PWD) and LGBTQ+ persons.²
- 1.3 The DAP and GAP are both situated within the Bank's overarching Mainstreaming Action Plan for Environmental and Social Sustainability (2021-2022), approved in 2020, that serves as an umbrella for all the Bank action plans that proactively address the UIS cross-cutting themes.
- 1.4 The end of 2021 marked the completion of the Bank's first [DAP, 2019-2021](#) and the update of the [GAP, 2020-2021](#). The GAP update is the fourth iteration of the GAP since the approval of the IDBG's Gender Policy; it covers a two-year cycle to facilitate the alignment of the GAP and DAP periods going forward.
- 1.5 The GAP has always included the IDB and IDB Lab and the first DAP was approved as only an IDB instrument. To date, IDB Invest has managed its own internal plan for supporting G&D. The next action plan will include all three windows of the IDBG; it will combine the GAP and DAP plans and reporting process starting in 2022.
- 1.6 The main objectives of this report are three: (i) present progress during the implementation of the DAP 2019-2021 and GAP 2020-2021 (Section II); (ii) identify key factors contributing to or limiting progress (Section III); and (iii) present recommendations to promote improvements and inform the new Gender and Diversity Action Plan (GDAP), 2022-2025 (Section IV).
- 1.7 This is the first progress report that includes both DAP and GAP results. It is important to note that the GAP has a larger number of indicators and more ambitious targets than the DAP, based on its longer trajectory of implementation and experience of the Bank and its member countries. As such, it is recommended that

¹ An updated version of the Gender and Diversity SFD will be prepared in 2022.

² For descriptions of these population groups, please see the [Diversity Action Plan, 2019-2021](#).

DAP progress be reviewed in relation to its baseline, the 2016-2018 period. Results are reported for all DAP indicators for 2019-2021 and all GAP indicators for 2020-2021. For this report, diversity-specific progress was also assessed for most GAP indicators not included in the DAP (except for gender safeguards) for the 2020-2021 period (or for 2021 when earlier data was not available). This advances consistent standards for G&D and establishes a baseline for the GDAP 2022-2025.³

- 1.8 The two plans have four pillars of action in common: (A) Agenda Setting; (B) Supporting diversity and gender equality through Operations; (C) Preventing Gender-Based Risks; and (D) Knowledge Development, Dissemination and Capacity Building. The GAP also includes actions to support the Bank's transition to the IDBG's Environmental and Social Policy Framework (ESPF, [GN-2965-23](#)), which supersedes the safeguards of the Bank's Gender Policy and other relevant policies, and the DAP includes a specific focus on technological innovation⁴ (see Table 1).

Table 1. Objectives of the GAP and DAP pillars

| Pillars | GAP Objectives | DAP Objectives |
|--|--|--|
| Agenda Setting | Contribute to positioning gender equality issues on the public policy agenda and in development programming in IDB borrowing member countries through country strategies and other instruments. | Contribute to defining relevant policy agendas for diverse populations in prioritized countries. |
| Support for gender and diversity through Bank Operations | Improve the quality of IDB-financed operations that support gender equality and empowerment, in both project design and execution (including a focus on addressing gender-specific effects of the pandemic.) | Mainstreaming diversity-related analysis, actions, and results into Bank's operations across sectors. Identify and implement operations that directly invest in development with identity and inclusion and that are scalable and replicable. |
| Knowledge Development, Dissemination, and Capacity Building | Generate knowledge and build capacity to address gender issues and identify effective approaches to address them. | Support the development of a knowledge agenda that contributes to generating data on diverse populations and evidence on what works to best address their needs. |
| Prevention of Adverse Impacts and Gender-Based Risks | Facilitate the transition to the Bank's new gender equality standard, outlined in the Environmental and Social Policy Framework. | |
| Technological Innovation | | Promote the ethical use of cutting-edge technology to support development with identity and inclusion of diverse populations. |

³ The Gender and Diversity Action Plan 2022-2025 will be distributed to the Executive Board of Directors in June 2022.

⁴ For examples of projects that focus on technological innovation and diverse populations see [Annex III](#).

- 1.9 This report is informed by an internal assessment by the Gender and Diversity Division (SCL/GDI) with inputs from G&D focal points across the Bank and from IDB Lab,⁵ as well as an assessment conducted by an external firm, summarized in [Annex II](#).

II. BENCHMARKING PROGRESS

- 2.1 This section presents the Bank's progress across the common DAP and GAP pillars and gender safeguards, with a focus on the targets laid out in the action plan results matrices (see [Annex I](#)). This benchmarking of progress is complemented by specific examples of operations, country strategies, analytical work, and other initiatives.

A. Agenda Setting

- 2.2. To foster a favorable environment for diversity- and gender-friendly policymaking, and development programming that identifies investment opportunities in G&D, the Bank engaged in a series of agenda setting actions between 2019 and 2021. These included (i) G&D mainstreaming in country dialogues and country strategies, (ii) regional policy dialogues and high-level meetings with public and private sector counterparts on sector-specific G&D issues, (iii) strategic use of partnerships with external organizations to leverage resources and know-how, and (iv) strategic communications targeted to IDBG's borrowing member countries.⁶

1. Gender and Diversity Mainstreaming in Country Strategies

- 2.3 Country strategies (CSs) are the agreements between the IDBG and its member countries that guide its support to the country, including strategic areas for future lending. The IDBG prepares Country Development Challenges documents (CDCs) as its main input for country dialogue during CS preparation. As such, the inclusion of G&D issues and policy actions in CDCs and CSs is a target in both the GAP and the DAP.
- 2.4 **Diversity in CDCs and CSs.** During 2019-2021, 76% of the CDCs completed (13 of 17) included analysis of diversity gaps/issues and policy recommendations (see Figure 1) in at least one of the CDC thematic areas (the minimum standard for G&D inclusion⁷). Of these, 85% focused on IPs, 77% on AD, and 15% on LGBTQ+ people. Peru's CDC constitutes a good practice as the first that included analysis and policy recommendations for all four diverse populations prioritized in the DAP (see [Annex III](#)).
- 2.5 Forty-three percent of the CSs approved from 2019-2021 (6 of 14) included a focus on diversity, exceeding the DAP target of 25%. These CSs included an analysis of diversity issues and policy actions in at least one strategic area (see Figure 2). The Colombia and Panama CSs also included diversity-related indicators in their results matrix. Diverse population groups in the CSs include IPs for Chile and Paraguay; PWD for Barbados and Uruguay; and AD for Brazil and Uruguay. The Uruguay CS

⁵ G&D focal points are selected by their divisions throughout the Bank and IDB Lab and have a counterpart within SCL/GDI. Focal points help identify priority operations in the pipeline, facilitate G&D support to project teams, and give inputs for Bank-wide reporting.

⁶ While strategic partnerships and communications are only formally presented in the GAP 2020-2021, diversity-related actions in these areas for 2020-2021 are also described.

⁷ The minimum standard for the inclusion of G&D in CDCs and CSs was agreed up by the IDB Vice Presidency for Countries (VPC/VPC) and the Gender and Diversity División (SCL/GDI) in 2019.

stands out for including two of the four population groups, PWD and AD, along with a reference to LGBTQ+ inclusion. Five of the six countries that included diversity mainstreaming in the CS, also did so in their CDC (see Figure 2).⁸

Figure 1: CDCs that address diversity and/or gender (completed in 2019-2021)

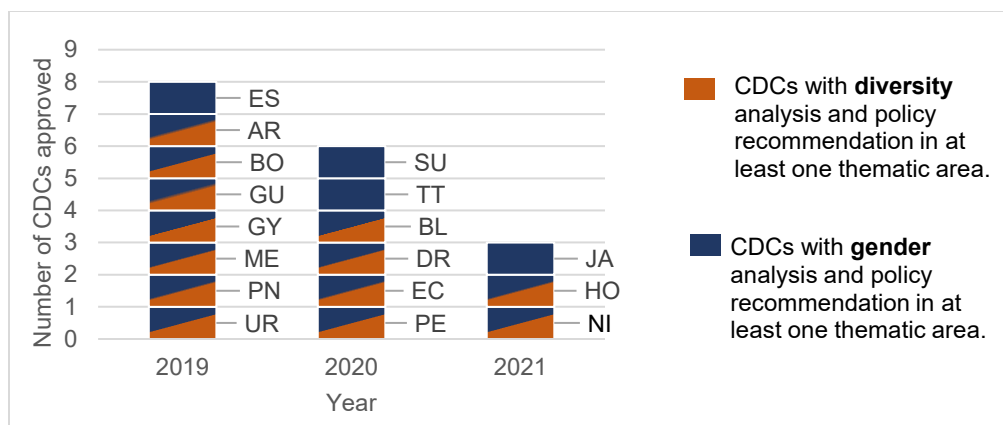
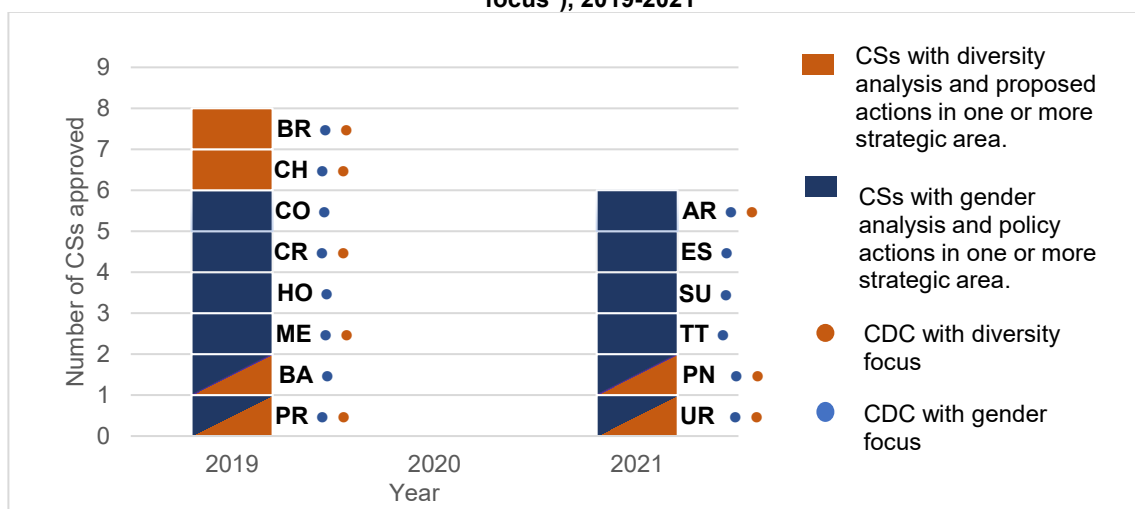


Figure 2. CSs approved that address diversity and/or gender (and companion CDCs with G&D focus⁹), 2019-2021



Note: The figure includes the full 2019-2021 period to facilitate comparisons across the GAP and DAP results.

- 2.6 **Gender in CDCs and CSs.** All CDCs completed in GAP 2020-2021 period included gender issues (see Figure 1); this result equals the GAP target. All CDCs highlighted issues related to female employment or gender gaps in the labor market, sexual and gender-based violence (SGBV), and except for the Jamaica CDC, gender gaps in the transport sector.
- 2.7 All CS approved in the 2020-2021 period also included a focus on gender (see Figure 2). Half of them exceeded the minimum standard (see paragraph 2.4) and all included gender-related indicators in their results matrices. The CS for Uruguay constitutes a best practice with gender analysis and actions in all strategic

⁸ The CS for Barbados included a focus on PWD even though it was not presented in the CDC.

⁹ Note that the CDCs that informed CSs approved in 2019 were completed prior to 2019, therefore, they are not reflected in Figure 1.

areas, and Panama and Trinidad and Tobago CSs did so for two of their three strategic areas. This result is above the 63% reported for the previous GAP period (2017-2019), as well as the 80% target for the 2020-2021 GAP period (see Figure 2). All CSs approved were informed by a CDC that included a gender focus.

- 2.8 **Country-specific analytical inputs** to support the inclusion of G&D in CDCs were prepared by SCL/GDI for all CDCs approved during the DAP and GAP period. Other VPS divisions also provided inputs focused on G&D in their sectors. These included inputs on gender and transport for Honduras, Jamaica, and Nicaragua (INE/TSP), gender gaps in financial services for the Bahamas, Costa Rica, Haiti, Honduras, Nicaragua, and Peru (IFD/CMF), and indigenous students for Nicaragua (SCL/EDU).
- 2.9 **Pilot G&D Toolkits for IDBG Country Offices.** In 2021, VPC redoubled its efforts to address G&D in country dialogues and programming discussions. Specifically, VPC and SCL/GDI initiated a pilot initiative for six country offices (COF), including at least one country per country department, with the preparation of “toolkits” on G&D related to direct investment and mainstreaming opportunities. These toolkits were tailor-made for each COF, based on strategic opportunities and needs identified with the Country Representative and his/her team. The toolkits offered different inputs including G&D portfolio reviews, identification of opportunities for direct investment, good practice project examples, presentations or briefs on specific topics of interest, country-specific data, and learning events for COF staff. The process has also helped to build a closer channel of communication and collaboration between Representatives and SCL/GDI, including strengthening the role that SCL/GDI staff assigned as country focal points¹⁰ can play to support the COF. It has aimed to make knowledge and best-practice more available to the COFs, despite the limited in-country presence of SCL/GDI staff. This pilot effort will be assessed together with Country Representatives in the first semester of 2022 with the aim of improving it and scaling it up.
- 2.10 Between 2019 and 2021, OVE published fourteen country program evaluations (CPEs), for CSs approved 2013-2017.¹¹ All of the associated CSs included gender priorities (half within one or more strategic area and half only within the discussion of crosscutting issues), while nine of the fourteen included diversity (3 in one CS strategic area and six as a crosscutting issue). The CPEs found that two country programs (UR and GU) contributed well to the gender priorities in the CS, eleven made a partial contribution,¹² and one made no contribution. For diversity, only one contributed well to CS diversity priorities (PN), five made a partial contribution, and three made no contribution.

2. Regional Policy Dialogues and High-Level Meetings

- 2.11 The Bank’s Vice Presidency for Sectors and Knowledge (VPS)¹³ hosted or co-hosted fifty-eight Regional Policy Dialogues (RPD) and high-level meetings,

¹⁰ SCL/GDI staff function as country focal points and/or sector focal points to support the work on G&D in that country or sector.

¹¹ For Belize, Dominican Republic, Suriname, Guatemala, Trinidad and Tobago, Uruguay, Bolivia, El Salvador, Panama, Mexico, Costa Rica, Brazil, Colombia and Paraguay.

¹² “Partial contribution” refers to contributions OVE qualified as weak or not substantial (e.g., only TCS or minor project outputs).

¹³ These were organized by thirteen operational divisions from VPS: CSD/HUD, CSD/RND, IFD/CTI, IFD/CMF, IFD/FMM, IFD/ICS, INE/TSP, INE/ENE, INT/TIN, SCL/EDU, SCL/GDI, SCL/LMK, and SCL/SPH.

twenty-three on diversity in 2019-2021 and 35 on gender in 2020-2021.¹⁴ 73% of the events addressed gender or diversity as their main objective, while 27% mainstreamed gender or diversity issues in the broader sectoral agenda. 2020-2021 was particularly active for dialogues, primarily because of the need to engage with governments, the private sector, and other international organizations to address COVID-19 challenges, with almost all events held virtually. Dialogues included topics related to (i) women's employment and economic opportunities; (ii) adapting public services to better respond to G&D-specific differences; (iii) strengthening government institutions to be more gender-inclusive; (iv) the role of data in achieving more equitable and inclusive societies; (v) women's and diverse groups' access to housing and financial services; (vi) SGBV; (vii) diversity gaps in access to public social services and labor markets; (viii) culturally appropriate services for IPs; (ix) inclusive policies and employment for AD; (x) gender and LGBTQ+-inclusive public procurement; and (xi) human trafficking (see Box 1 for examples and [Annex IV](#) for a full list).

Box 1. Regional Policy Dialogues and High-Level Meetings –Examples

Technical Dialogues on Human Trafficking (IFD/ICS). A series of dialogues were held with government, private sector, NGOs, and international organizations to discuss coordinated responses to this crime among citizen security and justice institutions, and with other sectors (SCL/MIG, SCL/GDI, SCL/LMK).

Rethink, Reset, and Recover Employment with a Gender Focus (SCL/LMK and SCL/GDI). This series of RPD meetings in 2020 and early 2021 explored ways to address the disproportionately high level of job loss among women during COVID-19 with areas of action for employment creation and recovery. They led to the development of the Bank's Employment Action Framework on Employment with a Gender Focus (MAEG, Spanish acronym) approved in 2021.

Integrated Social Services Delivery for Persons with Disabilities (SCL/GDI). The Bank held its first RPD focused exclusively on PWD in 2020, addressing issues related to the fragmentation of services, instruments for coordinating across sectors, and innovative approaches for service continuity during COVID-19.

Intercultural Health and Bilingual Education for IP (SCL/GDI, SCL/SPH, SCL/EDU). This RPD focused on barriers and good practices for promoting culturally relevant social services, with more than three hundred participants from academia, civil society, and the public and private sectors from twenty-three countries. The dialogue led to ongoing conversations with the Ministry of Education of Guatemala on key research on bilingual education to inform the design of new programs.

Metros con M de Mujer (INE/TSP). The discussion aimed to make visible the profiles of women who hold leadership positions within the region's metro systems. Specifically, it focused on women's role in decision-making, their foray into an industry historically managed by men, and strengthening the network of women in leadership positions in transportation systems at the regional level.

3. Strategic partnerships

- 2.12 Between 2020 and 2021, the IDB engaged in twenty-three gender partnerships, fourteen of which were initiated during the GAP period and the other nine were expanded or ongoing from previous years. These partnerships involved the private sector, non-governmental organizations, and other international organizations (see Box 2 for examples and [Annex V](#) for a complete list). The IDB's Office of Outreach and Partnerships (ORP) plays a critical role in the establishment of strategic partnerships for gender. While the DAP does not include specific actions related to partnerships, the Bank has actively engaged with partners to advance knowledge

¹⁴ The IDB's Regional Policy Dialogue (RPD) initiative is the Bank's key mechanism to promote knowledge sharing between high-level government officials, through networks addressing twenty strategic development areas. Other high-level meetings refer to sector specific or IDB Lab meetings that have similar objectives.

sharing and joint initiatives that support diversity (see [Annex III](#) for a list of diversity partners and a list of products by population group).

Box 2. Gender Strategic Partnerships – Examples

Women Growing Together in the Americas (INT/TIN). The IDB together with Mastercard, Visa, Facebook and NEC joined in 2021 to support women-led enterprises to improve capacity-building for export value chains, business communication technologies, financial management, and access to funding. The Women Growing Together program was launched during the Annual Meeting of the IDB Board of Governors and builds on commitments to support over 100,000 women business leaders in Latin America by 2021.

Trafficking in Persons Network (IFD/ ICS). During 2020-2021 the IDB partnered with the UN Office on Drugs and Crime, U.S. State Department Office to Monitor and Combat Trafficking in Persons, Organization for Security and Co-operation in Europe, and Caribbean Community Implementation Agency for Crime and Security for a series of dialogues on trafficking in persons and to design of a regional public good operation on the issue.

The Gender Parity Accelerators (IPGs, its Spanish acronym) (SCL/GDI, IDB Invest). This partnership --IDB, IDB Invest, World Economic Forum, and the French Development Agency-- improves women's participation in the labor market, closes gender income gaps and boosts women's leadership in Chile, Argentina, Panama, Colombia, Costa Rica, the Dominican Republic, and Ecuador. More than eighty companies in the energy and mining sector in Colombia have improved women's employment opportunities. In Costa Rica, public-private partnerships have co-financed childcare services for women in technical careers. The IPG has contributed to gender policy-based lending in Argentina, Panama, and Ecuador.

- 2.13 **IDB-IDB Invest Collaboration.** While the GAP and DAP do not formally include IDB Invest, the IDB and IDB Invest have collaborated with the private sector, other international organizations, and NGOs to expand the reach and scope of the IDBG's work on G&D (see Box 3).

Box 3. Examples of IDB-IDB Invest Joint Initiatives

This collaboration has contributed to reaching institutional commitments for gender equality in employment and accelerated and inclusive growth in the region. The most prominent examples are the IPGs (see Box 2), the MAEG (see Box 1), an online course on female leadership (MOOC), and the publication of a Women's Leadership Toolkit.

Other examples include the WeforLAC and We3A programs, part of the global WeFi facility managed by the World Bank, which has supported IDBG operations to reduce constraints faced by women-owned small and medium enterprises (WSMEs). In 2021, the IDB and IDB Invest also launched a racial diversity strategy for a client financial services firm that includes a baseline diversity survey, monitoring methodology and corporate leadership training.

4. Communications

- 2.14 As part of Vision 2025, a Bank-wide communications campaign focused on the region's economic recovery with a gender perspective. This campaign was led by the Bank's Social Sector (SCL) and highlighted Bank operations on inclusive, gender-focused economic recovery. The campaign is part of the IDBG's Employment Action Framework with a Gender Perspective.
- 2.15 In 2020, the IDB was among the first international organizations to highlight gender- and diversity-specific challenges associated with the COVID-19 pandemic in its external communications; for example, the IDB posted its first blogpost on GBV and COVID-19 on March 23, 2020 and was the first to translate materials on COVID-19 prevention in indigenous languages with cultural adaptations. It provided guidance for inclusive responses to the crisis through blog posts, high-level virtual meetings, webinars, and toolkits related to SGBV, capacity building for remote work, and

adaptation to the post-COVID labor market. In the 2020-2021 period, the IDB developed a [guide](#) focused on adaptation of health protocols to support IP during COVID-19, and published a [study](#) on the challenges of an equitable distribution of the vaccines, promoted through blogs highlighting challenges facing [AD](#) and [PWD](#).

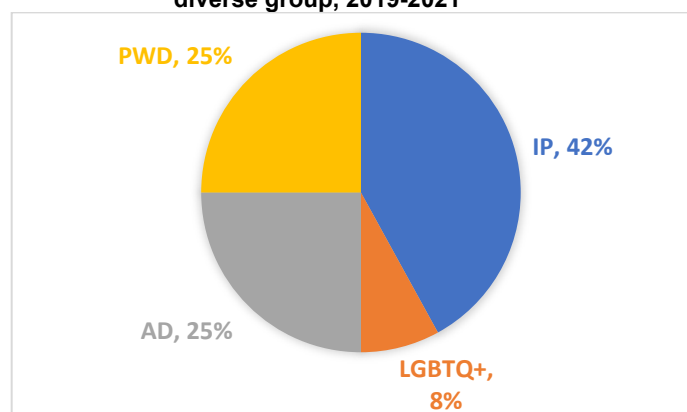
- 2.16 The IDB also implemented seven corporate external communications campaigns to generate awareness of key gender and diversity-related issues in LAC, disseminate the Bank's knowledge products and initiatives, and strengthen the Bank's positioning. Bank-wide campaigns, led by SCL/GDI with content from various sectors and regions, were developed around key dates when international interest and engagement on G&D issues peak in the public conversation (see Table 2).

Table 2: 2020-2021 Bank-wide Gender and Diversity Communications Campaigns

| Campaign name and context | Focus | Date | Blog viewership |
|--|---|--------------------------|-----------------|
| International Women's Day – Labor Day | Female employment and an inclusive economic recovery | March 2021-present | 6,750 |
| International Day Against Homophobia, Transphobia and Biphobia (IDAHOTB) | Labor market and inclusive economic recovery | May-July 2021 | 79,896 |
| Indigenous People's Day | Technology and innovation by IP | August-September 14 2021 | 5,359 |
| International Day for the Elimination of Violence against Women | SGBV & inclusive economic recovery | Nov-Dec. 2021 | 2,152 |
| International Women's Day | Women/girls' inclusion and empowerment to reduce inequality | March 2020 | 4,863 |
| International Afro-Latina and Afro-Caribbean Women's Day | Social and economic inclusion, participation in public and private spheres | July 22-29, 2020 | 3,613 |
| International Day for the Elimination of Violence against Women | Increasing access to quality services, and information and communication technologies | Nov. 25-Dec. 10 2020 | 1,059 |

- 2.17 The IDB's gender and diversity blog *¿Y si hablamos de igualdad?* had 1,522,998 page views throughout 2020 and 2021; there were 761,499 pageviews per year on average, 216% more than the 352,522 yearly blogpost average for the 2017-2019 GAP period.
- 2.18 Of all 129 blogposts from 2019-2021, 49% addressed gender equality issues, 35% diversity issues, and 16% addressed both G&D issues. The content that drew more pageviews were the disproportionate effects of the COVID-19 crisis on women, including the heightened burden of women's unpaid work, digital gender gaps, loss of female employment, and SGBV. Content centered on IP was another topic that generated interest. Figure 3 shows the percentage of blogs that addressed diversity issues dedicated to each diverse population group.

Figure 3: Percentage of diversity blogposts in *¿Y si hablamos de igualdad?*, by diverse group, 2019-2021



- 2.19 Additionally, in 2021 56 blog posts related to G&D were published in nine other Bank blogs led by eight¹⁵ Bank divisions. Of these, 68% focused on gender issues, 34% on diversity, and 2% on both. A review of the Bank blog, Sustainable Cities, found twenty-one blogposts focusing on gender or diversity from 2019-2021, with a yearly average of 53,575 pageviews.
- 2.20 The Bank does not currently have a methodology to systematically track G&D communications from all sectors. However, SCL/GDI is working with KIC to create a dashboard for monitoring Bank-wide communications. Nonetheless, these are some broad Bank-wide figures on gender- and diversity-specific communications between 2020 and 2021: eleven organic sector-specific content campaigns on Instagram, Twitter, and Facebook; fourteen webinars/videos on YouTube and Vimeo; fifteen audio products on Soundcloud; and 3 IDBG Improving Lives articles.

B. Support Diversity and Gender Equality Through Operations

- 2.21 The core of the Bank's work to support G&D is in operations. This includes (i) G&D mainstreaming in project design, (ii) direct investments, which have been defined as operations that have gender equality and/or diversity as their main objective, and (iii) achieving gender- and diversity-related results during project execution. While progress has been more readily documented at project approval, this section also focuses on results during project execution.

1. Diversity and Gender Mainstreaming in the Design of Operations

- 2.22 Support for G&D in projects begins with their explicit inclusion in project design. The GAP and the DAP place substantial emphasis on quality mainstreaming in design, which is qualified as gender and diversity strategic alignment (GSA and DSA, respectively). To qualify as a project with GSA or DSA (or both), a project¹⁶ must include: (i) analysis of gender and/or diversity gaps or issues; (ii) gender/diversity-specific activities that address them; and (iii) at least one gender- or diversity-related results (GRR or DRR) indicator in the project results matrix, which could be at the

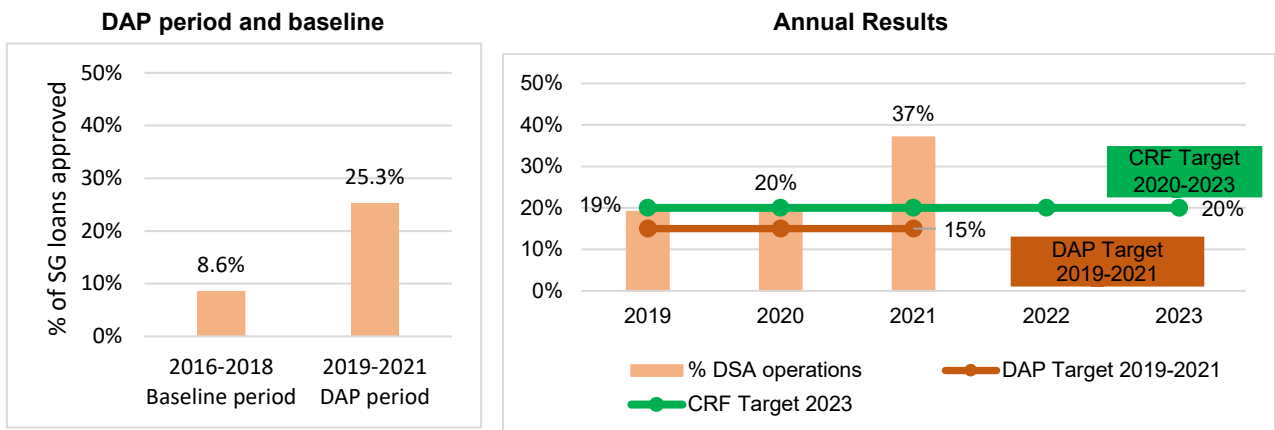
¹⁵ CSD/CCS, CSD/HUD, CSD/RND, IFD/CTI, IFD/ICS, INE/ENE, INE/TSP, and SCL/SPH.

¹⁶ "Projects" include loans (except contingent loans for natural disasters), guarantees, projects financed through the IDB grant facility, and investment grants with an approved amount greater than US\$3 million.

level of the general objective, specific objective, or output.¹⁷ This final element is of particular importance given that it defines concrete targets for the project's support for G&D.

- 2.23 During the reporting period, the Bank made significant progress mainstreaming G&D into project design, surpassing the GAP and DAP targets (for a full list of these operations, see [Annex VI](#)).
- 2.24 The percentage of projects approved between 2019 and 2021 with DSA reached 25%, a significant increase from the 2016-2018 baseline and above the DAP target (Figure 4). Sixty-one of these operations were investment loans and twelve were PBLs. In 2021, projects approved with DSA reached 37% of total approvals, surpassing the CRF target for the 2020-2023 period (see Box 4 for examples).
- 2.25 The percentage of projects approved between 2020 and 2021 with GSA reached 65.6%.¹⁸ This result represents a significant increase from the 2017-2019 baseline and surpasses the GAP target (see Figure 5). Eighty-two percent of these loans were investment loans, and 18% were PBLs, and one operation was an IGR¹⁹ (see Box 5 for examples).
- 2.26 Annual results show an increase of projects with GSA reaching 76% in 2021 (Figure 5). Using the 2019 result as a pre-COVID-19 point of reference, when the results were 58%, we see only a slight decline during first the year of the pandemic. The result for 2021 is by far the highest ever achieved by the Bank, exceeding the 2020-2023 CRF target. Factors contributing to this increase are discussed in Section III.

Figure 4. Percentage of Projects approved with DSA, 2019-2021

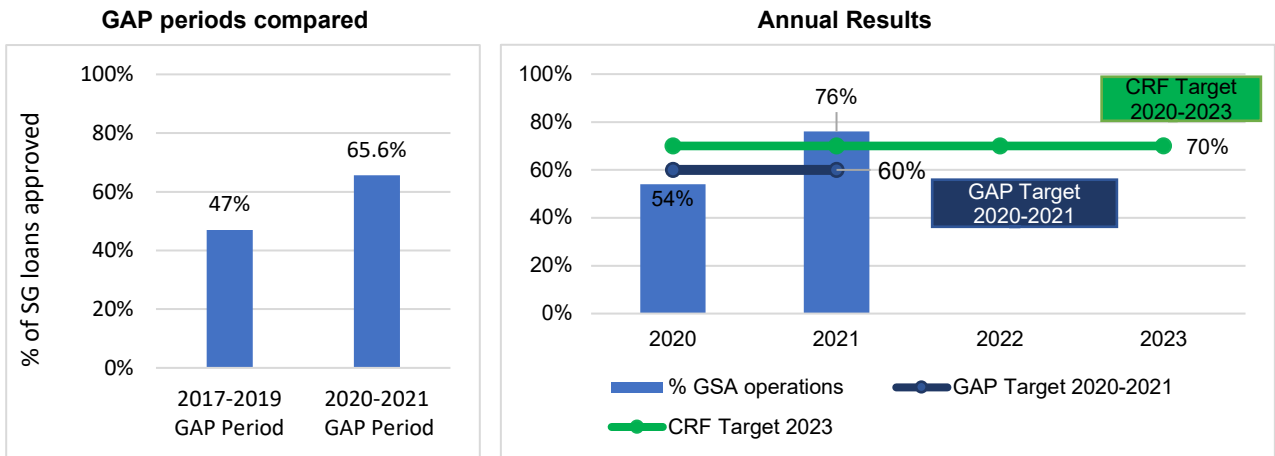


¹⁷ For complete criteria, refer to the Strategic Alignment Classification Methodology contained in Section 3 of the CRF Technical Guidance Note. Note that 2019 data for DSA may differ slightly from data reported in the CRF due to the transition period to the CRF 2020-2023. This was also reported on in the Annual Report on the Implementation of the DAP 2019.

¹⁸ In addition, two Contingency Loans for Natural Disaster Emergencies (ES-O0011 and HO-O0008) led by IFD/CMF were also approved with GSA. According to the CRF and Annual Business Review, the Bank reports on Contingent Credit Lines separately from SG loan approvals.

¹⁹ The following operations include more than one lending instrument or modality but are counted as one project: CO-L1242/CO-G1017, BR-L1576/BR-G1011, HA-J0002/HA-G1050.

Figure 5. Percentage of Projects approved with GSA



Box 4. Projects that Support Diversity in Design – Examples

Program to Support Agricultural Development in the Northeast (BR-L1562; CSD/RND) improves the income generation potential of Afro-Brazilian and women farmers, through the design of business plans, local production agreements, consulting services, improvements to data collection for tracking race and gender, and the purchase of technology and equipment. An estimated 10,000 Afro-Brazilian farmers will benefit from improved income generation opportunities.

Program for Modernization of the Statistics System of El Salvador (ES-L1128; IFD/ICS). To increase the availability of official statistics for policy decision making, this operation supports the inclusion of new questions in the National Population and Housing Census to on PWD. The target is to have the PWD thematic questions included in the Census by 2025.

Box 5. SG Projects that Support Gender Equality in Design – Examples

Program to support policy reforms for the social and economic inclusion of the Venezuelan migrant population in Colombia (CO-L1272/CO-J0014, SCL/MIG & SCL/LMK) supports migrant women through strengthening the National Strategy to Combat Human Trafficking, providing Temporary Protection Permit, enrollment in the Social Security system, and improving access to education and rental housing subsidies. An expected outcome is an increase in the number of migrant women who benefit from childcare and jobs skills certification, with a target of 1,971 women by 2024.

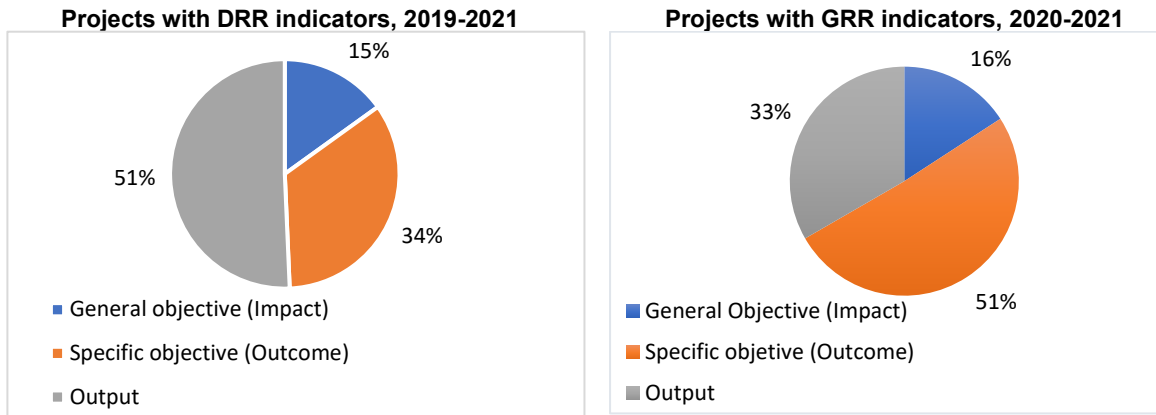
Reconstruction with Resilience in the Energy Sector in The Bahamas (BH-G0003, INE/ENE) contributes to closing labor force gender gaps in the renewable energy sector through a gender parity training program on the installation and maintenance of solar photovoltaic systems. Women will comprise 50% trainees, and at least ten women will have completed a paid internship program by 2024. The project also promotes gender-sensitive project procurement, including bonus points in the selection of companies that have established targets for hiring women, equal pay for equal work agreements, and gender-sensitive job postings.

- 2.27 **Diversity and Gender-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 indicators at the general and specific objective levels are more ambitious than those that only include output indicators. Progress has been solid in this regard for GRRs across project approvals, while the inclusion of DRRs has had a slower start given that the region and project teams are in earlier stages of collecting data on diversity.
- 2.28 In 2019- 2021, 25% of projects approved included at least one DRR, with noteworthy annual increases from 17% in 2019 to 40% in 2021. During the GAP period of 2020-

2021, 66% of projects approved had at least one GRR, with a significant increase from 49% in 2020 to 79% in 2021.²⁰

- 2.29 Of all the projects with DRR approved from 2019 to 2021, 15% had at least one general objective indicator, 34% had at least one specific objective indicator and 51% only included output indicators (see Figure 6).
- 2.30 Of all projects approved between 2020 and 2021 with GRRs in design, 16% included at least one indicator at the level of the general objective and 51% at the level of a specific objective in their results matrices (Figure 6). Thirty-three percent of the projects with GRRs only had output indicators which is significantly lower than the 41% reported in 2017-2019.

Figure 6. Percentage of Projects Approved with DRRs or GRRs, by the highest level of indicator



- 2.31 **COVID-19 Response Operations.** The IDB adopted specific measures to mitigate the impact of COVID-19 and contribute to recovery. Of the 51 COVID-19 response operations approved between 2020 and 2021, 21 (41%) supported gender equality and 9 (18%) supported diversity.²¹ The Center for Global Development (CGD) report on the incorporation of the gender approach in the IDB's response to COVID-19²² found that most of the COVID-19 response operations they reviewed²³ focused on cash transfers, followed by support to MSME, efforts to reduce mortality and access to vaccines, and SGBV. This analysis is consistent with the Bank's internal review that shows that 67% of the COVID-response loans supporting gender equality approved in 2020 and 2021, focused on fostering economic opportunities for women, through cash transfers, improved access to social services, or access to financing for WSMEs; 38% focused on strengthening the institutional capacity of agencies working on gender issues, and 33% supported SGBV prevention and support services for survivors (see Box 6).
- 2.32 Moreover, the CGD underscored the Bank's improvement in including gender equality issues in COVID-19 response operations after the early phase of the crisis; according to their review, in 2020 19% of the operations addressed gender-related

²⁰ Seven of these projects did not meet that strategic alignment criteria but included pro-gender or pro-diversity outputs, such as training, studies, or operational tools (BH-G0003, AR-L1339, BR-L1551 CO-L1264, PN-J0001, PN-L1167 and PR-L1176).

²¹ Five of those operation focus on both G&D.

²² CGD (2022). *IDB COVID-19 Response Projects and Gender Integration*. CGD Policy Paper 248.

²³ The CGD analysis is based on 135 IDB operations approved between March 2020-July 2021, for which they found project documents.

issues, while in the first semester of 2021 the percentage rose to 44%. The Bank's internal figures confirm support for both G&D in a greater proportion of operations in the latter months of the pandemic; while 36% mainstreamed gender and/or diversity in 2020, 73% did in 2021. The expedited approval required for these loans made it more difficult to incorporate G&D in the first generation of projects. However, SCL/GDI developed guidance briefs for G&D mainstreaming in COVID-response operations across sectors which made alignment feasible despite the tight approval timelines.

- 2.33 Of the COVID-response projects that supported diverse populations, 78% (7) focused on cash transfers for IP; 22% (2) targeted access to services for PWD, and 33% (3) focused on maintaining employment and income support for AD.

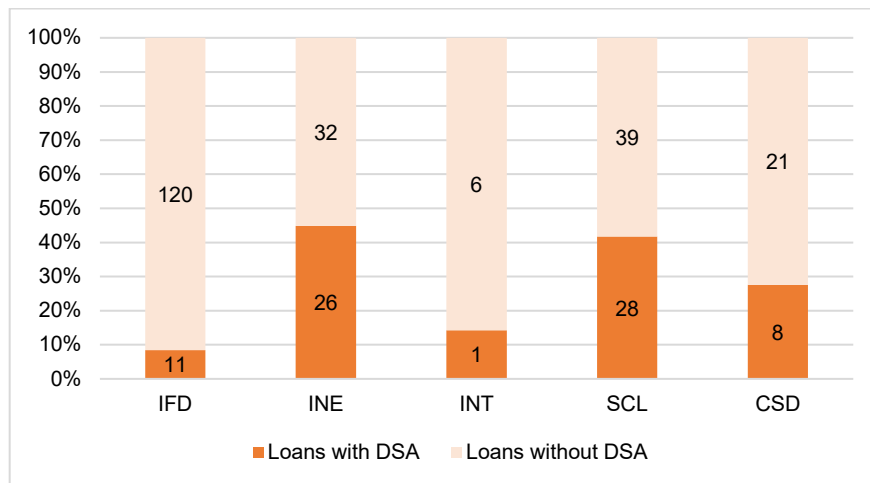
Box 6. COVID-response with a focus on diversity and gender – Examples

Support for Vulnerable Populations Affected by Coronavirus II (BO-L1219, SCL/LMK) expanded the coverage of the *Renta Dignidad* transfer program. The program aims to maintain the coverage of transfers of 89.9% among indigenous peoples over sixty who do not receive a contributory pension, with the final objective of reducing gaps. It reaches IP with communication strategies in indigenous languages.

Program to Strengthen Public Policy and Fiscal Management in Response to the Health and Economic Crisis Caused by COVID-19 in Uruguay II (UR-L1175, IFD/FMM) supports a special unemployment benefit plan that covers domestic workers, one of the sectors most affected by the pandemic. This operation aims to cover 50% of the lost income of domestic workers due to unemployment with the special regime for unemployment benefit. In Uruguay 97% of domestic workers are women and this is a key employment sector for AD women (20.6% of their jobs).

- 2.34 **Support for Diversity and Gender Across Bank Sectors.** The Social Sector (SCL) and the Infrastructure and Energy Sector (INE) led with both the highest number and proportion of their loans approved with DSA: 42% of SCL approvals and 45% of INE approvals. The Climate Change and Sustainable Development Sector (CSD) followed with 28% of its loans approved with DSA, while Integration and Trade Sector (INT) reached 14% and Institutions for Development Sector (IFD) 8% (Figure 7). SCL/SPH stood out having the highest number of projects approved with DSA (17) between 2019-2021.

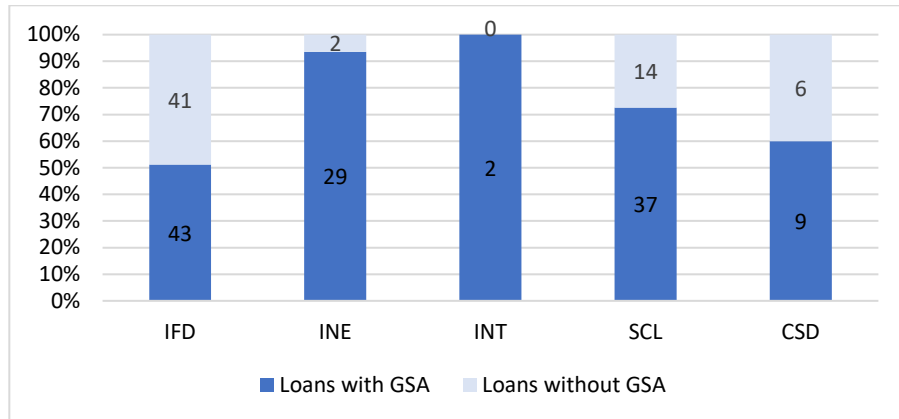
Figure 7. Number and Percentage of Projects with DSA approved, by Sector, 2019-2021



- 2.35 INE led in gender mainstreaming with 94% of its loans approved from 2020-2021 with GSA (Figure 8), and SCL followed with 73%. IFD reached 51%, and the CSD

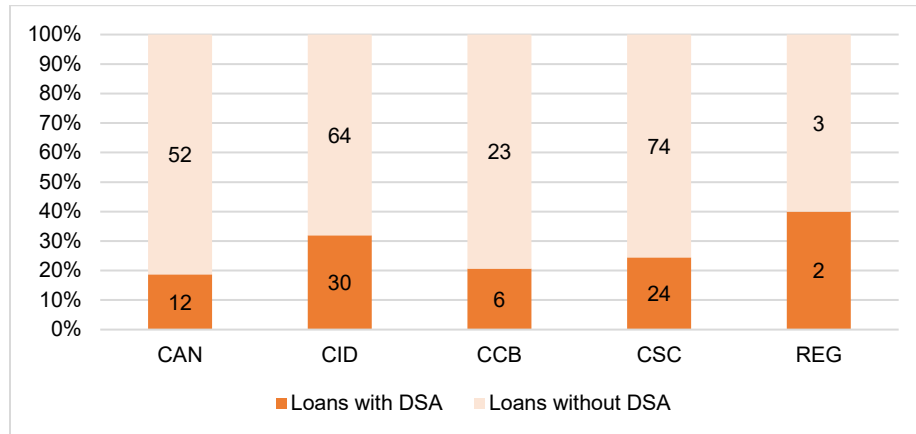
reached 60% of its loans approved with GSA. In terms of number of loans, the sector with the highest number of operations with GSA was IFD (43), followed by SCL (37). INT approved in total two operations, both with GSA. SCL/SPH (21) and IFD/CMF (20) were the two divisions with the highest number of projects approved with GSA.

Figure 8. Number and Percentage of Projects approved with GSA approved by Sector, 2020-2021



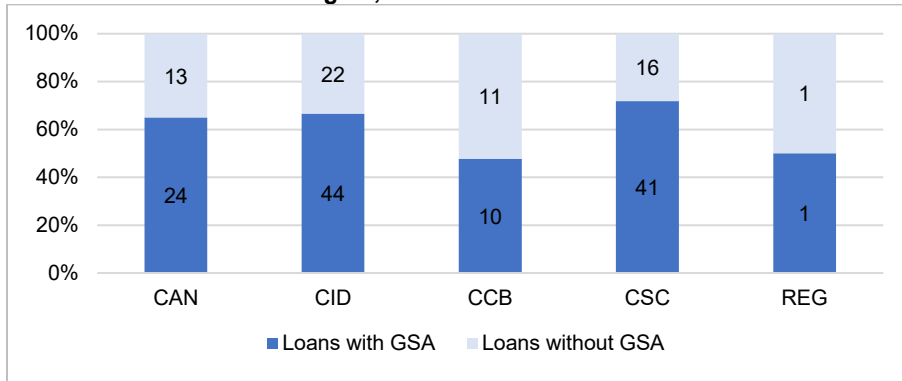
2.36 **Support for Diversity and Gender Across Country Departments.** A third of the projects approved with DSA were for Central America, Mexico, Panama, and the Dominican Republic (CID). The Southern Cone (CSC) followed with 24% of its approvals with DSA, the Caribbean Countries (CCB) with 21%, and the Andean Countries (CAN) with 19% (Figure 9). Brazil was the country with the highest number of projects with DSA.

Figure 9: Number and Percentage of Projects with DSA approved by Country Region, 2019-2021



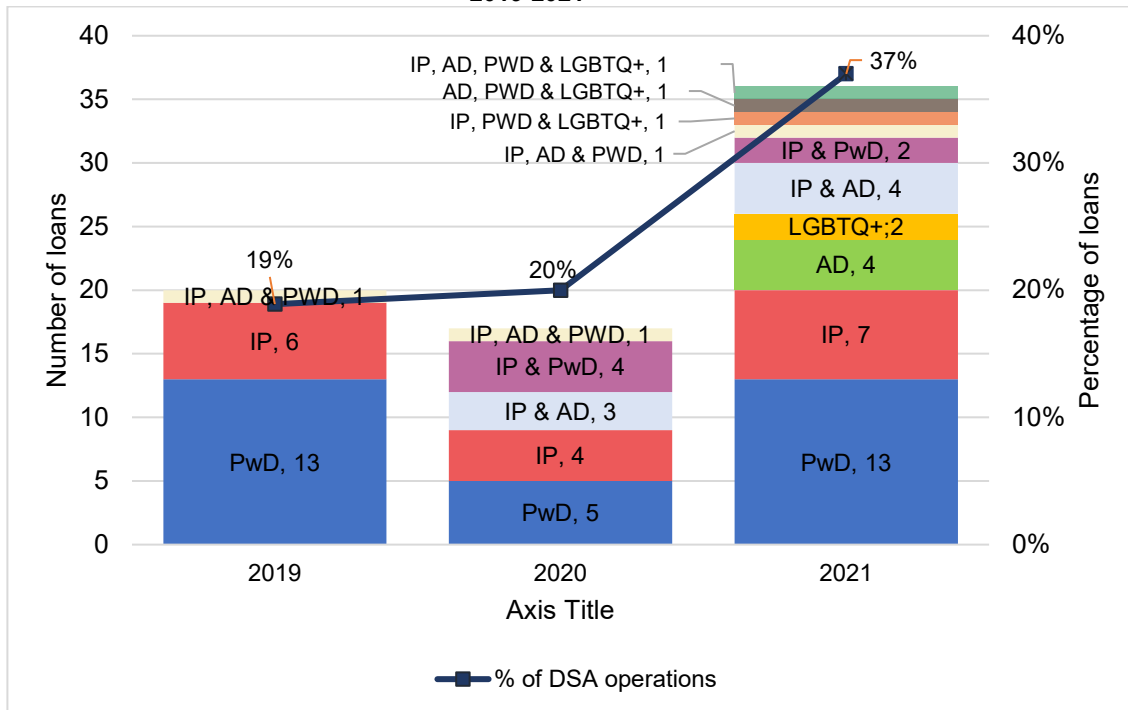
2.37 All four IDB country departments had more than half of their projects approved with GSA between 2020 and 2021. CSC had the highest proportion of the period, with 72% of their loans with GSA, followed closely by CID with 67% and CAN with 65%. CCB had 48% of their loan approvals with GSA (Figure 10). Brazil also stood out as the country with the highest number of projects with GSA (13).

Figure 10. Number and Percentage of Projects with GSA approved, by Country Region, 2020-2021



2.38 Progress across population groups has been uneven. Of the 73 loans approved with DSA between 2019 and 2021, 59% focused on PWD, 48% on IPs, 22% on AD, and 7% on LGBTQ+ (Figure 11). In 2019, there was a notable increase in DSA approvals driven primarily by operations supporting PWD. In 2021, the distribution of diverse groups across aligned operations was more uniform and it was more frequent to have a focus on more than one diverse group within one operation. During the DAP period, there were nineteen operations approved that addressed issues for more than one diverse population, increasing from one in 2019 to ten in 2021.

Figure 11. Annual approvals of Projects with DSA by diverse population groups, 2019-2021

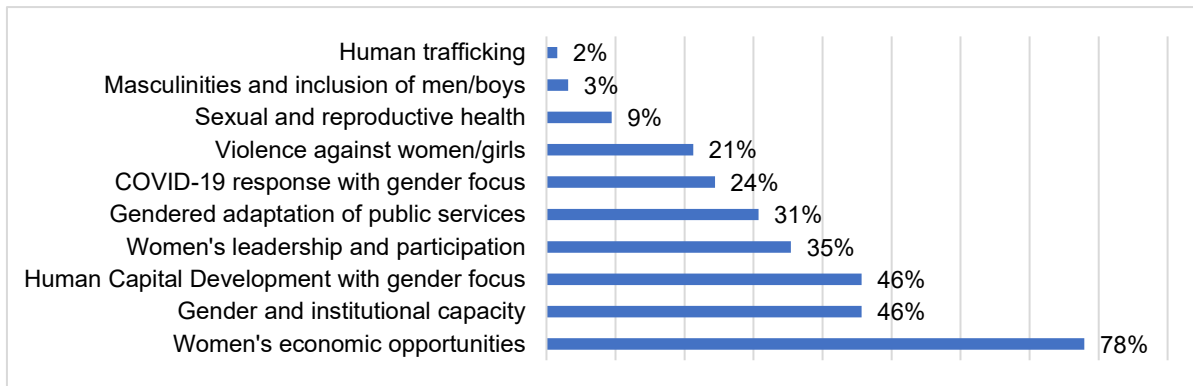


2.39 **Gender and Diversity Mainstreaming in IDB Lab Operations.** In accordance with the IDBG CRF, 20 tracks and reports on G&D mainstreaming across its loans, equity

investments, TCs, and IGRs.²⁴ Of the 143 IDB Lab approvals in 2020 and 2021 reviewed for their inclusion of gender and diversity,²⁵ 59% included support for gender equality; this result is above the CRF baseline for 2017-2018 (27%), and close to the 2020-2023 CRF target of 60%. Further, 12% of those IDB Lab approvals also included support for diverse populations; the CRF target for 2020-2023 is 20%.

- 2.40 **Support across GAP strategic lines of action (2020-2021).** In 2020 and 2021, 100% of IDB operations approved with GSA contributed to one or more of the strategic lines of action in the GAP. Women's economic opportunities received the highest-level of attention with 78% of projects approved with GSA (see Box 7). Other prominent thematic issues in loans with GSA were institutional strengthening (46%), women's human capital development (46%), and women's leadership and participation (35%). Newer lines of action for the Bank introduced in the 2020-2021 GAP, such as human trafficking and masculinities/inclusion of men and boys, received less attention (see Figure 12). IDB Lab also has gender strategic lines of action, included in the GAP ([Annex VII](#)); the vast majority of the IDB Lab projects that mainstreamed gender equality support women's economic opportunities.

Figure 12. % SG Operations with GSA that address GAP Strategic Lines of Actions (Grouped by thematic issue), 2020 -2021



Box 7: Operations Promoting Women's Employment and Entrepreneurship – Examples

Global Credit Program to Support Economic Recovery in Mexico (ME-L1300, IFD/CMF). One of the obstacles to financing women's SMEs in Mexico is the limited experience of financial intermediaries offering financial products to this segment and a lack of disaggregated data. This project provides US\$63 million in financing to women SMEs and support for BANCOMEXT to increase the share of women-owned or led SMEs in their portfolio by 10%.

Boosting Innovation, Growth and Entrepreneurship Ecosystems in Jamaica (JA-G1006, IFD/CTI) provides specific support for women-led MSME startups and startups addressing gender issues. Fund managers and angel investors receive training to improve selection methodologies and increase their understanding of women-led startups and offer mentoring and networking support. Mentorships will be provided to ten women-led start-ups and twenty women entrepreneurs by 2025. Four gender innovation vouchers will also be distributed.

²⁴ IDB Lab reviews operations using the same IDBG criteria for GSA and DSA. However, IDB Lab considers operations that do not include a GRR or DRR indicator to be supporting G&D for the purposes of corporate reporting for the CRF and IDB Lab's Donors' Committee if they contain a gender or diversity equality objective and specific activities.

²⁵ IDB Lab did not conduct a G&D review of forty-four of its operations approved in 2020 because they were (i) too small (US\$150,000 or less), (ii) supported with third-party funds, or (iii) part of facilities with delegated approval authority. In 2021, IDB Lab extended its G&D tracking to include all its projects.

- 2.41 **Operations that address both gender and diversity issues.** The number of projects that supported both G&D issues within the same operation significantly increased between 2020 and 2021; while 15% of all approved loans in 2020²⁶ were aligned strategically with both gender and diversity, 33% were in 2021. Almost half of these operations mainstreamed a focus on both gender equality and PWD, 40% included actions focus on gender and IP, 26% addressed gender and AD, and 14% included actions on gender and LGBTQ+ inclusion. Of the forty-five projects approved in the 2020-2021 period that supported both G&D, only five used an intersectional approach²⁷ in their design; two examples are the direct investment loans focused on gender equality in Uruguay and Panama (see Box 8 below).
- 2.42 **The disaggregation of project beneficiaries** is encouraged by the Bank's CRF, and sex-disaggregation is explicitly called for by the IDB's Gender Policy. The percentage of projects with identifiable beneficiaries²⁸ that included sex-disaggregated beneficiary indicators increased from 44% in 2020 to 60% in 2021.
- 2.43 Between 2019 to 2021, there was also an improvement on the proportion of SG operations approved that disaggregated beneficiaries by ethnicity (for IP or AD), increasing from only 1% in 2019 to 15% in 2021. The absence of disaggregated indicators at the project level constitutes a missed opportunity to monitor differential benefits for diverse populations.

2. Direct Investments in Diversity and Gender Equality

- 2.44 The IDB also supports gender equality and diversity through direct investments. The Gender Policy defines direct investments as projects that have gender equality or empowerment as their primary objective. Similarly, diversity direct investments have as their main objective the inclusion of one of the diverse populations or the development with identity of IP and AD. Direct investments include loans (both investment and policy-based loans), technical cooperation projects (TCs), IDB Lab projects, and IGRs.
- 2.45 The IDB has aimed to increase the level of its G&D direct investments, although this is also dependent on country demand. In keeping with the priorities of Vision 2025 to increase the IDB's G&D business line, VPC and SCL/GDI developed a new operational goal for "new G&D projects in the pipeline," with a target of four, included in the Bank's performance evaluation system for 2022. VPC and SCL/GDI also began tracking projects that include G&D specific objectives and direct investment components to make more visible this contribution. Opportunities for this type of direct investment are also being sought in 2022.
- 2.46 During the DAP and GAP periods, TCs comprised the greater number of direct investments projects, while a few loans made up most of the volume (in US\$) of the investment.

²⁶ This percentage was updated to 15% rather than the 13% reported in the GAP 2020 Annual Progress Report to ensure consistency with CRF reporting for that year.

²⁷ Intersectionality considers overlapping identities that can affect access to opportunities and development outcomes for individuals or groups. For example, indigenous disabled women may face different challenges than the overall indigenous population, and as such may require solutions that encompass the totality of their identity.

²⁸ This includes investment loans and IGRs, not PBLs.

- 2.47 **Direct investments in diversity** from IDB and IDB Lab equaled US\$400 million in 2019-2021, approximately 41% above the 2016-2018 level of US\$283.7. The highest annual amount of direct investment through loans, TCs and IGRs was approved in 2019 for US\$346.9 million, driven mainly by the resources approved in direct investment loans. Of the total direct investment in diversity, between 2019 and 2021, 98.9% came from IDB (US\$ 395.7 million) and 1.1% from IDB Lab (US\$4.2 million). Table 3 shows annual investments in diversity between lending and non-lending operations. Three direct investment loans were approved in 2019 and 2020, below the DAP target of four approvals by 2021. These investments represent 2.3% of total volume in US\$ of IDB approvals from 2019-2021 and 1.94% of IDB Lab approvals in the 2020-2021 period.

Table 3. Direct investments in diversity (loans, IGRs, TCS and IDB Lab projects), 2016-2021

| Year | Diversity | | |
|------------------|-----------------------|---------------------|------------------------------|
| | Loans & Grants (US\$) | TCs and IGRs (US\$) | Total IDB and IDB Lab (US\$) |
| 2016 | \$40,000,000 | \$4,201,980 | \$44,201,980 |
| 2017 | | \$4,258,790 | \$4,258,790 |
| 2018 | \$227,081,242 | \$8,181,392 | \$235,262,634 |
| 2016-2018 | \$267,081,242 | \$16,642,162 | \$283,723,404 |
| 2019 | \$340,000,000 | \$6,907,800 | \$346,907,800 |
| 2020* | \$40,000,000 | \$5,080,047 | \$45,080,547 |
| 2021* | 0 | \$7,975,000 | \$7,975,000 |
| 2019-2021 | \$380,000,000 | \$19,932,847 | \$399,963,347 |

* Totals for 2020 and 2021 include IDB Lab projects

- 2.48 **Direct investments in gender equality** from IDB and IDB Lab equaled US\$889.3 million in 2020-2021, about 170% the 2017-2019 level of US\$522.5 million (Table 4). In 2020, the amount of TC and grant funding was well below that of the three previous years. This decline is likely due to other urgent priorities of IDB member countries associated with COVID-19 crisis, as well as the depletion of the IDB's Gender and Diversity Multi-donor Fund.²⁹ Overall, 2021 was the year with the highest amount of direct investment in gender equality ever recorded at the Bank, at US\$780.1 million, 98% corresponding to IDB funding, and 2% (US\$12.8 million) to IDB Lab funds (see [Annex VIII](#) for a list of all direct investment projects and Box 8 for examples). These investments represent 6.7% of total volume in US\$ of IDB approvals and 6.1% of IDB Lab approvals in the 2020-2021 period.

²⁹ Resource mobilization efforts were conducted, but they were not successful. The most recent replenishment of the fund was in 2012, when it relied on three countries for 90% of its resources ([Gender and Diversity Multidonor Fund Report, 2019.](#))

Table 4. Direct investments in gender equality (loans, TCs, IGRs and IDB Lab projects), 2017-2021

| Year | Gender | | |
|------------------|-----------------------|----------------------|-----------------------|
| | Loans & Grants (US\$) | TCs and IGRs (US\$) | Total (US\$) |
| 2017 | 0 | \$15,400,000 | \$15,400,000 |
| 2018 | \$320,000,000 | \$13,200,000 | \$333,200,000 |
| 2019 | \$160,000,000 | \$13,953,702 | \$173,953,702 |
| 2017-2019 | \$480,000,000 | \$42,553,702 | \$522,553,702 |
| 2020 | \$100,000,000 | \$ 9,195,612 | \$ 109,195,612 |
| 2021 | \$755,100,000 | \$ 25,023,508 | \$ 780,123,508 |
| 2020-2021 | \$855,100,000 | \$ 34,219,120 | \$ 889,319,120 |

Box 8. Gender and/or Diversity Direct Investment approved in 2019-2021 – Examples

Gender Equality and Women's Empowerment Program (ProWomen) (UR-L1178, SCL/GDI, SCL/MIG and IFD/ICS) supports the expansion and improvement of SGBV response services of the National Women's Institute, for diverse group of women (migrants, survivors of human trafficking, PWD, AD and LBT). It also supports SGBV prevention among youth, and improvements in data and information systems. Expected outcomes include increased number of women users, improved continuity, shorter wait times, as well as increased understanding among youth of the manifestations of partner violence.

Program to Strengthen Policies for the Social and Productive Inclusion and Employment of PWD (CO-L1252, SCL/SPH). This PBL increases the use of the multidimensional social and productive inclusion index for persons with disabilities (19 indicators divided into five dimensions – to improve the quality of PWD services), from 42.6% in 2018 to 43% by 2021 for men, and from 47.1% in 2018 to 47.5% by 2021 for women.

Migrant Entrepreneurship with Social Impact from Diversity (RG-T3909, IDB Lab) supports the development and strengthening of local social enterprises led by migrants in Peru and Ecuador with a focus on women and the LGBTQ + community. The project includes a training certification program and mentoring.

Digital Transformation of Indigenous-Led Ecotourism and Conservation (PN-T1276, IDB Lab) finances the digitalization of indigenous-led ecotourism enterprises in Panama. Its objective is to meet post-COVID-19 market demand through improved offerings, digital transformation of ecotourism operations and financial inclusion.

- 2.49 [Annex VIII](#) includes six loans approved in 2021 that have gender direct investment components. While these investments are not included in the totals listed in Tables 3 and 4, because they fall outside of the definition of direct investments used in the GAP and DAP, the Bank initiated the identification of these investments for 2021 loan approvals to make visible the full scope of direct investments. It is expected that the GDAP, 2022-2025 will take stock of both G&D stand-alone projects, as well as full components in loans as direct investments.
- 2.50 In the period 2019-2021 of the DAP, forty-seven TCs with diversity as their main objective were approved,³⁰ totaling US\$19.9 million (with US\$4.2 corresponding to IDB Lab in 2020-2021). 2019 was the year with the highest volume of investment in diversity TCs at US\$6.9 million. Of the 47 TCs approved over this period, 25 were focused on IP; 21 on PWD; eight on AD and seven on LGBTQ+ persons (See [Annex III](#)).

3. Project Execution and Results

- 2.51 Translating good intentions in project design into concrete gender- and diversity-related results during project execution is paramount. Progress during project

³⁰ 39 TCs from IDB (2019-2021 period) and 8 TCs from IDB Lab (2020-2021 period).

execution is more challenging to systematize than at entry, given the sheer volume of active operations, varied stages of their execution, and the heterogeneity of GRRs and DRRs across operations. The two Bank instruments for reporting on progress are the Bank's Progress Monitoring Reports (PMR) and Project Completion Reports (PCR). PMRs offer a biannual snapshot of progress, for project outputs and intermediary results, while PCRs are the only source of information on overall project outcomes.

- 2.52 The GAP includes indicators and targets related to the monitoring and achievement of GRRs in PMRs and PCRs. While similar indicators were not included in the 2019-2021 DAP, an analysis of DRRs PMRs and PCRs completed in 2021 was conducted for this report.
- 2.53 Given the progressive improvements in mainstreaming gender in project design and in direct investment loans, the proportion of projects in execution that included a GRR in their original design (in the results matrix included in the project document at approval) has gradually increased; these represented 51.3% in 2021 compared to 45% in 2019.³¹
- 2.54 During the 2020-2021 period, 78.5% of projects with gender-related results indicators in their design tracked at least one GRR in their PMRs,³² which is close to the GAP target and slightly higher than the results in 2017-2019 (Table 5).

Table 5. Projects in Execution Tracking expected GRRs and DRRs in PMRs

| Indicator | 2017-2019 results | 2020 –2021 targets | 2020-2021 results |
|---|-------------------|--------------------|-------------------|
| % Projects reporting in (PMRs on the GRRs included in their results matrix in design. | 75% | 80% | 78.5% |
| % Projects reporting in PMRs on DRRs included in the results matrix in design | NA | NA | 74.2% |

- 2.55 The diversity analysis of the PMRs found that 21% of all projects in execution in 2021 included a DRR in their original design. Of these projects, 74% were tracking at least one DRR in their PMR in 2021 (see Box 9 for examples).

Box 9. Diversity-Related Results from Project in Execution – Examples

National Tourism Development Program in Salvador, Bahia (BR-L1412, CSD/RND) promotes formal employment for AD and women, through an Afro-Ethnic Tourism Plan to professionalize Afro-Brazilian entrepreneurs in the sector. 1,700 Afro-entrepreneurs have already benefitted from professional training and networking with potential investors and clients. Also, about 1,000 women food vendors benefitted from new equipment and inclusion in the Black Guide to Salvador.

Program to Support the improvement of Educational Paths in Targeted Rural Areas (CO-L1229, SCL/EDU) focuses on improving the quality of primary and secondary education and decreasing gaps in retention between rural and urban areas through teacher training, improvements to classroom infrastructure, and textbooks. As of Sept 2021, more than 8,000 students of indigenous communities had benefitted from this program.

- 2.56 With regards to results at **project completion**, 25% of PCRs in 2020-2021 were for projects that included GRR indicators in their original design.³³ Eighteen of 28 of the

³¹ This includes projects approved from 2011 onwards, after the approval of the Gender Policy.

³² Based on a review of the PMRs in September 2020 and 2021.

³³ While this is still a low percentage, it is an improvement compared to the 21% reported for the 2017-2019 GAP period, and the 4.5% during the 2014-2016 GAP period.

projects with GRRs in design that presented PCR reported on gender-related outcomes or impacts (see Table 6 and [Annex IX](#), Table 2).³⁴

- 2.57 Of all the GRRs reported on the PCRs, 73% fully achieved or exceeded their established targets; these results are higher than the 62% achieved for the 2017-2019 GAP period. Of the remaining GRRs that did not meet their targets, 81% reported partial achievement (Table 6).

Table 6: Projects reporting on GRRs in PCRs completed, 2020-2021

| Indicator | 2020 – 2021 |
|--|-------------|
| | # |
| Number of PCRs presented | 114 |
| Number of projects that presented PCR with GRR in design | 28 |
| Number of projects that presented PCR with GRR in design that reported on GRRs in their PCR | 26 |
| Number of projects that presented PCR with GRRs in design that reported on gender-related outcomes or impacts | 18 |
| Indicator | % |
| Percentage of GRRs that achieved or exceeded their targets ³⁵ | 73% |
| Percentage of GRRs that achieved positive results even though they did not reach their targets, i.e. - partial achievement | 81% |

Eight projects completed in 2020-2021 that reported on gender-related outcomes or impacts were from the social sector, and 10 were spread across other sectors (see [Annex IX](#), Table 2). One of the social sector projects in Argentina achieved its target for its gender-related impact indicator “reduction of specific rate of adolescent fertility,” showing attribution to the project intervention (AR-L1298) (see Box 10 for this example and another from SCL/EDU). Some specific outcomes from other sectors included: (i) women entering non-traditional professions (e.g. 32% of women’s employment in the Global Exportation Services Sector in Uruguay (UR-L1060); (ii) an 80% reduction of accidents involving injuries or fatalities for female pedestrians in El Alto, Bolivia (BO-L1093); (iii) an increase in women’s participation in decision-making bodies at the community level (e.g. 49 water and sanitation committees with women in leadership positions (more than double the target of 20) and an increase from 12% to 30% of women’s participation on Irrigation Committees in Ecuador (EC-L1081 and EC-L1121, respectively); and (iv) a reduction in women’s time burden for water collection (e.g. from 2.5 to 0.5 hours in Brazil (BR-L1314)).

³⁴ In several of these cases, the PCR also reported on one or more outputs.

³⁵ These results are not related to the percentage of project effectiveness presented by OVE. This assessment is limited to the achievement of targets for individual gender-related indicators and not the project.

- 2.58 The diversity analysis of the PCRs found three presented in 2021 for projects that included DRRs in their original design. Of these DRRs, only one achieved its target; the other two were unable to report on results because the ethnicity-disaggregated project data was not collected. A fourth SG Loan (CR-L1049) added a DRR during project execution, not included at project approval, and achieved its target (see [Annex IX](#), Tables 3 and 4).

Box 10. Gender-related Results from PCRs – Examples

Program to support gender equality policies (AR-L1298, SCL/SPH & SCL/GDI) contributed to creating an enabling environment for the implementation of gender policies, resulting in the creation of a Ministry for Women, Gender and Diversity, improved gender budgeting, the creation of a national cabinet for gender mainstreaming, and the approval of a new national plan to prevent SGBV and promote diversity. Also, the Specific Adolescent Fertility Rate of 15-19-year-olds decreased from 55.9 to 40.7 per thousand women, exceeding the project target of fifty-two.

Education Quality Improvement Program (EQIP) (BL-L1018, SCL/EDU). Based on findings from an experimental evaluation, the Inquiry- and Problem-based Pedagogy financed through the operation helped close the gender learning gap in mathematics. A total of 14,506 girls benefitted from 1,524 EQIP-trained teachers who improved their teaching of mathematics, science, and language. Teacher training resulted in classroom changes that were found to improve academic achievement and decrease repetition and dropout rates for both girls and boys. The program also increased the proportion of new male teachers in education institutes (from 19.5% to 22.1%) to help close gender gaps in the primary education profession.

- 2.59 In the interest of disseminating lessons learned from operations financed by the IDBG that support gender equality, the 2021 [Development Effectiveness Overview](#) (DEO) dedicated a chapter to operational support for women's economic empowerment. Evidence gleaned from PCRs and impact evaluations demonstrated, for example, the positive effects on women's employment of the improved urban transport system in Lima and childcare program in Nicaragua supported by IDB-financed projects. It also confirmed the effectiveness of innovative tools and training supported by IDB Lab and IDB Invest that help WMSMEs with no credit history to increase access to loans, sales, and profits. For additional lessons learned, see the Women's Economic Empowerment chapter of the DEO, which draws on a review of 100 IDBG projects approved between 2010 and 2020.

C. Preventing Gender-Based Risks³⁶

- 2.60 The GAP 2020-2021 included actions related gender safeguards in two areas: (i) systematically identifying and addressing potential gender-based risks for medium- and high-risk projects, and (ii) transitioning to the implementation of Environmental and Social Performance Standards (ESPS) on Gender Equality (ESPS 9) included in the new Environmental and Social Policy Framework (ESPF). The Bank was the first Multilateral Development Bank to develop a performance standard specifically on gender and that includes a focus on all gender identities and sexual orientations.
- 2.61 Since 2017, the IDB has assessed all high- and medium-risk operations in preparation to identify potential adverse impacts on women and risks of gender-based exclusion. In 2021, thirteen of the twenty-six category A and B projects approved (50%) identified some gender-based risk. This was greater than the portion of operations identified with potential risk identified in 2020 (23%). This

³⁶ While Bank performance standards also explicitly focus on adverse effects/risks for indigenous peoples, this report limits its discussion to gender-based risks because only the GAP includes them as an area of action. Going forward, G&D-based risks will be under the purview of the ESPF.

can be explained, in part, by the types of operations approved in 2020 due to the pandemic; for example, there were more health and social protection emergency operations and fewer infrastructure operations, which usually comprise most high and medium-risk operations. For the projects with potential risks, gender analyses were conducted, and prevention or mitigation measures included in the projects' design.

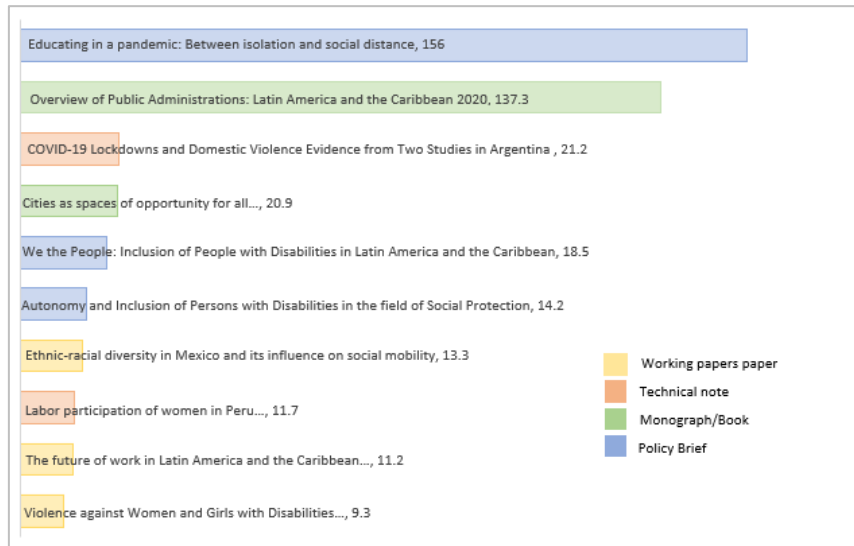
- 2.62 As part of the implementation of the ESPF, VPS/ESG together with a Bank-wide working group, launched a training program that started in 2021. Training was provided on the requirements of ESPS 9 first to all ESG specialists; it will be expanded in 2022 with IDB teams and executing agencies. New language in the loan agreement template to require all projects to develop and implement a Code of Conduct addressing SGBV and discrimination was introduced and the IDB's Standard Bidding Documents were updated to include specific stipulations on SGBV and non-discrimination.
- 2.63 During 2020, the IDB joined the Multilateral Financial Institution's Sexual Exploitation, Abuse and Harassment (SEA/H) Working Group to exchange knowledge and good practices for mitigating the risk of SEA/H in IFI-financed projects and responding to cases that may arise. VPS/ESG, in coordination with SCL/GDI, initiated the preparation of a good practices note on how to prevent and address SEA/H in Bank's operations, which will be completed in 2022.

D. Knowledge Development, Dissemination and Capacity Building

- 2.64 Reliable data and knowledge in the region on gender and especially on diversity still lags at multiple levels, which makes it more challenging for countries to implement cohesive gender and diversity policies and for the IDB to address G&D in a larger set of projects. During the 2019-2021 period, the IDB continued to generate and share knowledge in the LAC region on gender and diversity in an effort to help close data and knowledge gaps.
- 2.65 The Gender and Diversity Knowledge Initiative (GDLab) was established in November 2020 to partner with the research community in the region to accelerate the generation of evidence. It is coordinated by Bank's Research Department (RES) and SCL/GDI. GDLab's first call for proposals, launched in May 2021, received more than 150 projects from 20 countries and awarded funding to an innovative proposal that will contribute to the measurement of the LGBTQ+ population in Bogota. Along with six other ongoing studies on the topic, funded by the Latin American and Caribbean Research Network, this study will be part of a special publication about the inequalities faced by the LGBTQ+ community in LAC. The second GDLab call, launched in October 2021 and closed on January 2022, focuses on studies that contribute to the post-COVID-19 recovery of employment for women and diverse populations.
- 2.66 GDLab, through an online repository, has systematized and made visible the knowledge generated by the IDBG on G&D issues over the last twenty years. GDLab published five [policy briefs](#) focusing on: gender and health, tools for closing diversity gaps, policies to eradicate violence against women, the labor market for women, and unequal access to opportunities for IP and AD.
- 2.67 To address the critical shortage of diversity data, SCL has led an effort to harmonize diversity indicators across country surveys and produce guidelines describing good practices such as "[Recommendations on Diversity Data in the Social Sector](#)".

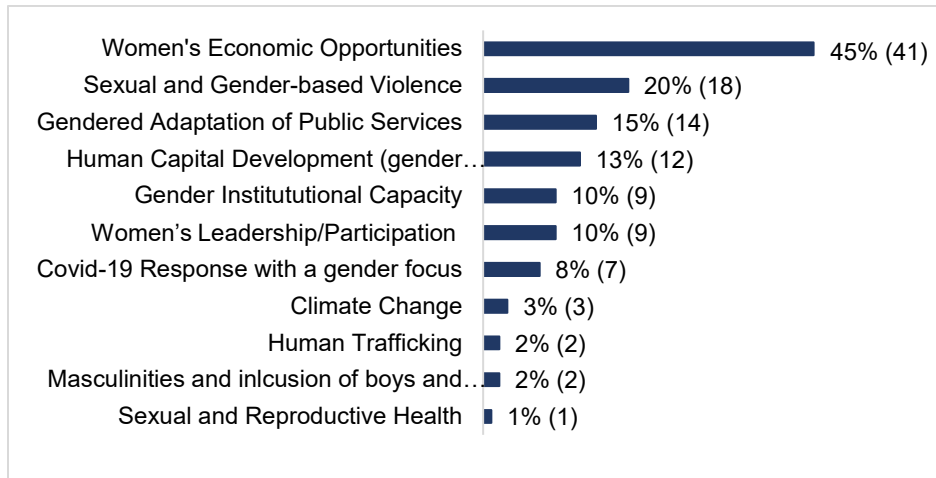
- 2.68 Between 2019 and 2021, the IDB produced 152 new G&D knowledge products, including ninety-five analytical studies, forty-nine tools related to operational work, and eight gender specific impact evaluations (see Box 11 for examples and [Annex X](#) for a full list).
- 2.69 All gender- and diversity-related knowledge products published between 2019 and 2021 were downloaded 592,736 times as of January 28, 2022. The most frequently downloaded knowledge products on G&D were related to education and public administration that highlight G&D challenges during COVID-nineteen. Other publications that generated interest addressed domestic violence, inclusive cities, disability inclusion, diversity in social protection, and racial and ethnic identity and social mobility (see Figure 13).

Figure 13. IDBG Top 10 Gender or Diversity publication downloads in thousands, 2019-2021.



- 2.70 **Ninety-one gender-related knowledge products were published between 2020 and 2021.** These gender knowledge products contributed to addressing one or more of the topics aligned with the GAP strategic lines of action (Figure 14).

Figure 14. Gender Knowledge Products by topic, 2020-2021



- 2.71 Sixty-two diversity-related knowledge products were published between 2019 and 2021. Of these, twenty-seven focused on PWD, sixteen on IP, eight on all four diverse groups, and six on AD and IP). Some of the topics addressed include autonomy, inclusion, and universal design for PWD; education and employment inclusion; violence against AD, PWD and LGBTQ+ individuals.

Box 11. Analytical work on gender equality and diversity.

[The Impact of Soft-Skills Training for Entrepreneurs in Jamaica](#) (CCB/CCB). A randomized controlled trial with 945 entrepreneurs in Jamaica shows positive short-term impacts of soft-skills training on business outcomes. The effects are concentrated among men but disappear 12 months after the training.

[Gender Gaps in Access to the Mortgage Market of Ecuador](#) (CSD/HUD). This study explores barriers in access to mortgage credit experienced by women living in poverty, identifying critical obstacles in supply and demand, and women's credit behavior.

[Race and Gender in the Largest Companies: A profile of the Brazilian Labor Force](#) (SCL/GDI) (available in Portuguese). This study explores the persistent gaps in the Brazilian formal sector workforce by race and gender. The analysis is based on a review of the administrative records of the two thousand largest corporations, which employ over five million employees.

[Towards a better understanding of discrimination based on sexual orientation and gender identity](#) (SCL/GDI) (available in Spanish). This technical note provides recommendations for future surveys and studies, focusing especially on the sample design and the appropriate approach for formulating questions on sexual orientation and gender identity.

[Closing Gender Gaps in the Work of Work, Central America, Mexico, Panama, and the Dominican Republic](#) (CID, RES). This report examines gender gaps and how they relate to women's entry into the labor market. It identifies challenges women face that hamper progress towards gender equity and constrain welfare gains.

- 2.72 **Learning Events and Trainings.** One way the IDB increases capacity to mainstream G&D is through learning events. [Annex XI](#) provides a full list of these activities.
- 2.73 Between 2020 and 2021, the IDB hosted 105 learning events that incorporated elements of G&D,³⁷ of which 64% focused on gender, 30% on diversity, and 6% on both. Learning events were hosted by sixteen different divisions and six country offices. SCL/GDI hosted or co-hosted thirty-five events.
- 2.74 The IDB designed a course on the ABCs of mainstreaming for gender, through VPS, SCL/GDI and KIC; it will be accessible to IDB employees and counterparts in 2022, along with a second course on diversity.
- 2.75 One of the training programs with the widest reach in gender or diversity is the [Women's Leadership: Boost your skills and drive change](#) (Liderazgo femenino: Potencia tus habilidades e impulsa el cambio), a MOOC launched in November 2021. As of January 2022, it has registered 4,200 participants. It was developed by IDB and IDB Invest.
- 2.76 In 2020 an introductory training on LGBTQ+ persons (From Bias to Inclusion), prepared by SCL/GDI, was provided to SCL/SCL staff to raise awareness on key issues and terminology related to LGBTQ+ persons. This training was provided

³⁷ In 2019, there were thirteen diversity learning events in areas such as use of disability inclusive language, intercultural and bilingual education, DAP instrument, and mainstreaming of indigenous peoples for operations in Guatemala and Panama.

again in 2021 to employees from across the Bank. A virtual version (video series) of this training module was developed in 2021 and it will be launched in 2022.

- 2.77 A training on key aspects of changing paradigms for PWD in development by challenging preconceived notions of disability designed in 2019 has been delivered five times to internal IDB audiences in 2020 and 2021.

III. FACTORS CONTRIBUTING TO AND LIMITING PROGRESS

- 3.1 This section discusses factors that have contributed to increasing the IDB's support for G&D in the operations it finances. It also identifies challenges affecting further advancement. These factors were drawn both from the internal analysis undertaken for this report and from the external assessment³⁸ (see summary in [Annex II](#)). The external assessment was conducted to identify perceptions on factors contributing to or limiting progress. As part of the assessment, the consulting firm Manaus surveyed IDB staff to document their perceptions. Survey results ought to be interpreted in that light, recognizing that respondents might have their own biases, for example, in favoring external factors such as lack of data as obstacles to mainstreaming relative to other internal factors related to their team's commitment or level of effort.
- 3.2 **The strong commitment of IDB's management** has been an overarching factor contributing to progress. As previously mentioned, Vision 2025 has placed the spotlight on issues of G&D and provided consistent messaging on their importance.
- 3.3 This commitment has rippled across management through (i) more systematic requests for quality mainstreaming at all levels from division chiefs, sector, and country department management to the Executive Vice President (EVP) and President's offices, and (ii) continued inclusion of gender and diversity-related goals in the annual Career Point employee performance system.
- 3.4 In the survey of IDB operational staff (VPS) conducted as part of external assessment, 62% of respondents reported that a strong, vocal commitment from management has played a key role in their work on gender and diversity. Interviews specifically mentioned support from management for diversity mainstreaming.

A. Mainstreaming in Project Design

- 3.5 There are several factors that have contributed to the increase in projects approved with GSA and DSA including: (i) government prioritization; (ii) direct technical support from dedicated G&D staff and consultants, in Bank country offices and at headquarters; (iii) screening of 100% of the project pipeline to identify mainstreaming opportunities; and (iv) a strengthened process of quality review of G&D mainstreaming, through the validation of GSA and DSA.
- 3.6 **Level of government prioritization.** In the external assessment, 63% of Bank staff and consultants interviewed identified government support/prioritization as a critical element for gender mainstreaming, and 50% for diversity mainstreaming.

³⁸ The external assessment was conducted by the consulting firm Manaus. It included multiple methods, including sixty-six key informant interviews, nine focus groups with gender/diversity specialist and consultants, on-line surveys (with 523 respondents) targeted to staff working on projects (from VPS) and country dialogues and strategies (VPC), and more in-depth project review from four countries (Brazil, Colombia, Panama, Suriname).

Conversely, some VPS survey respondents (31% for gender and 19% for diversity) highlighted low level of government interest as a barrier to mainstreaming.

- 3.7 **Direct technical support from gender and diversity experts**, including SCL/GDI and consultants in VPS divisions and country offices, is one of the most effective factors contributing to G&D mainstreaming. In the survey of IDB operational staff (VPS), the most frequently cited factor supporting gender mainstreaming was direct support from SCL/GDI staff and consultants (63% of respondents), and the second most frequently cited contributing factors for diversity mainstreaming (55%), after IDB management commitment.
- 3.8 Between 2020 and 2021, 46% of approved projects (85 of 183) received technical support, up from an average of 30% in the 2017-2019 GAP period. Of the operations that received gender technical support, 85% were approved with GSA, which is above the average of 66% for all approved projects. Regarding diversity, 13% of projects approved in 2020-2021 received direct technical support on diversity mainstreaming; of these, 80% were approved with DSA, compared to the average of 28.5% for overall approvals with DSA for those two years.
- 3.9 **Pre-screening 100% of IDB project pipeline.** Beginning in 2019, annual prescreening of 100% of the project pipeline has been undertaken to identify opportunities for both diversity and gender mainstreaming. This exercise is conducted by SCL/GDI together with all VPS operational divisions and shared with VPC. Priorities are updated mid-year to consider fluctuations in the pipeline. This process has been used primarily to make technical support available to project teams as early in the project preparation process as possible. In the external assessment, these pipeline reviews were identified by headquarters staff as a positive factor facilitating mainstreaming.
- 3.10 **Strengthening the quality review** and validation of G&D strategic alignment for mainstreaming. Starting in September 2020, SCL/GDI assumed responsibility for the validation of GSA and DSA for projects, in accordance with the [CRF 2020-2023 Technical Guidance Note](#). This includes systematic participation in the Eligibility Review Meeting (ERMs) and Quality and Risk Review (QRR). In 2021, the first full year of reporting under the revised G&D strategic alignment process, 114 operations in preparation were reviewed through 55 ERMs and 93 QRRs.
- 3.11 Several tools and capacity building activities were developed by SCL/GDI in collaboration with the Strategic Planning and Development Effectiveness Office (SDV) to complement the new validation process and to empower teams to work more autonomously on G&D mainstreaming (see Box 12).

Box 12. Tools for improving gender and diversity strategic alignment in project design

Gender and Diversity Strategic Alignment Checklist. The checklist provides consistent feedback to project teams on the application of the alignment criteria for gender and diversity.

GSA/DSA training sessions and Office Hours. During 2020 and 2021, 10 VPS operational divisions and 4 VPC departments received strategic alignment training, benefitting 120 individuals responsible for operational design and pipeline.

Country Specific Tool. The Colombia country office with SCL/GDI developed a country-specific on-line G&D alignment training tool with examples of G&D strategically aligned Colombia operations by sector and diverse population group.

- 3.12 **Limited country and/or sector-specific data** was identified by VPS staff as a barrier to mainstreaming, despite improvements in G&D data availability over the

past several years across the region (particularly through census and household surveys). This is considered much more of a constraint for diversity than gender; 46% of VPS survey respondents who contributed to operations with diversity and 33% who contributed to projects with gender mainstreaming cited lack of data as their main challenge. It is important to note that there have been improvements in the availability of diversity data collection in the region. Today, it is possible to track populations and specific development indicators by ethnicity and race in 16 Latin American countries. However, the quality of sub-national and project level data remains inconsistent. The GDAP 2022-2025 will include a country-level analysis of availability of census and survey level data on G&D as a baseline of data gaps, and will consider bank-wide data improvement efforts such as GDLab, the Social Sector Dashboard, among others

- 3.13 For both gender and diversity, the external assessment underscored the need for **evidence on good practices**, especially during design. Documentation on good practice project examples was identified as useful for project teams, and to document the potential returns to investments on G&D during execution.³⁹

B. Gender and Diversity Mainstreaming in Project Execution

- 3.14 **Technical support for gender and diversity in project in execution** increased for project teams and country executing units. Technical support on gender was provided for sixty projects in execution in 2020 and 94 in 2021 (of which thirty-seven were the same projects receiving support in 2020), out of the 238 loans in execution that included GRRs during the two-year period.⁴⁰ Technical support on diversity was provided for twelve projects in execution in 2021, of ninety-two loans in execution with at least one DRR.
- 3.15 For successful monitoring, **counterpart capacity to collect monitoring data** for GRRs and DRRs was the most frequently mentioned barrier in the VPS survey (59% for diversity and 55% for gender). Support from government counterparts implementing the project, which includes both buy-in and technical capacity within the institution, was also highlighted by about half of the VPS survey respondents (52% for diversity and 49% for gender).
- 3.16 About half of VPS survey respondents identified technical support as a key for the implementation of gender- and diversity-specific actions, respectively: **technical support from G&D consultants hired for the project in the country, and technical support from SCL/GDI specialists/consultants**. Some staff emphasized that technical support for execution is most valuable at the country level, stating that easy access to experts enables them to more effectively implement and monitor gender or diversity components, and to respond quickly to challenges that arise. The importance of in-country G&D specialists was mentioned by 23% of interviewees at headquarters and 45% located within country offices.

³⁹ Increased attention to results indicators will make evidence of best practices more visible.

⁴⁰ While technical support in execution is not exclusively a responsibility of SCL/GDI, if SCL/GDI were to provide support to all 287 loans in execution in 2021, assuming the support of each loan would demand 2% of an FTE, this would demand 6 FTEs per year only for supporting the execution of operations with gender strategic alignment. If the level of ambition on alignment targets increases, this number will also be larger. Note these estimate focuses only on execution of operations with GSA and does not include the supervision of operations with DSA.

C. Differences across Diverse Population Groups

- 3.17 **Mainstreaming a focus on PWD** in operations has been successful, considering its recent addition as a focus area for the IDB.⁴¹ At the launch of the DAP, project teams were quick to notice immediate opportunities in existing projects and initiatives in divisions like INE/ENE and INE/TSP. Project teams rarely encountered push-back from government counterparts. Though challenges remain in certain sectors, the boost for diversity mainstreaming has been largely through the inclusion of PWD.
- 3.18 **For IP, examples of successful mainstreaming point to the importance of in-country technical support with local knowledge.** The external assessment found that Bank staff consider the time and resources needed to mobilize support a deterrent.
- 3.19 **For AD, successful examples of mainstreaming suggest the importance of preexisting governmental initiatives** focused on this population and the proactivity of project teams. Challenges include the lack of project-level data in some sectors. Some IDB VPS staff also mentioned difficulties discussing race with some government counterparts.
- 3.20 **The IDB has a few examples of LGBTQ+ mainstreaming** (in projects from IFD/ICS, CSD/HUD, SCL/GDI and IDB Lab). These efforts have been driven by project leads who have become champions, and by government demand. While the DAP did not yet prioritize operational work on LGBTQ+ populations (its focus was analytical work and awareness raising), with the approval of the ESPF, which includes in the Gender performance standard (ESPS 9) “all genders,” a shift in focus to operations became necessary. Interviewed staff stated they did not have adequate knowledge or data to address the LGBTQ+ population, and that they did not feel prepared to discuss LGBTQ+ mainstreaming with counterparts.

D. Gender and Diversity Direct investment Projects

- 3.21 **IDB leadership, government demand, and robust data are the key enablers for direct investments.** For both G&D, the main factors highlighted by survey respondents enabling successful design and approval of direct investments are: (i) strong IDB leadership at the managerial level or in country offices (58% for diversity and 55% for gender); (ii) strong government demand or interest (54% for diversity and 51% for gender); and (iii) the availability of robust sector or country-specific research and data (55% for diversity and 47% for gender).
- 3.22 **Diversity direct investment loans remain scarce** for several reasons. First, there has been little demand from member country governments, although interest may be increasing in some topics such as PWD. Relatedly, the cross-sectorial nature of diversity issues can mean that there is a corresponding shortage of government counterparts for this kind of investment. Lastly, the Bank has, to date, largely prioritized diversity mainstreaming as its strategy for increasing its support for diverse populations.
- 3.23 For diversity, project teams highlighted the **importance of flexible regional TCs** with resources available for swift allocation to support loan operations prior to and

⁴¹ It was originally prioritized through an internal Social Sector PWD action in 2018, and formalized Bank-wide with the approval of the DAP in 2019.

during the inception phase. Specifically, TC resources have been essential for research and knowledge on diverse populations across the region.

- 3.24 To bolster the development of projects that invest in gender and diversity, during 2021, VPC management, in collaboration with SCL/GDI and the office of the EVP, established a new goal for the origination of new direct investment projects (a G&D business line) for inclusion in the 2022 employee performance exercise. This approach will be pursued further in the new GDAP.

E. Country Strategies

- 3.25 **Based on survey respondents' perceptions, data and low country demand remain key barriers to mainstream gender and diversity in CSs.** More country-specific research and data were the most frequently cited resource needed for both diversity (86%) and gender (73%) by VPC survey respondents. Lack of interest from government counterparts was also highlighted by 65% of respondents for diversity and 60% for gender. These perceptions contrast with progress on availability of race and ethnicity data described before. As mentioned earlier, staff perceptions might reflect respondents' biases, tending to emphasize the importance of external factors, outside of their direct control.
- 3.26 The external assessment found that a strong **institutional commitment has driven improvements to country strategy mainstreaming.** The key enabling factors highlighted from survey with VPC staff include: (i) specific analysis and policy recommendations in CDC documents (68% for gender and 59% for diversity); (ii) formal commitment from the IDB (68% and 54%); and (iii) and direct support from GDI specialists or consultants (53% and 49%). Interviewed staff from VPC involved in developing CSs noted that institutional mandates and top-down support had enabled them to push for G&D inclusion in conversations with government counterparts.

IV. CONCLUSIONS AND RECOMMENDATIONS

- 4.1 The Bank made substantial progress addressing gender equality and the needs of diverse populations through its project portfolio between 2020-2021 and 2019-2021, respectively. Lessons learned from this GAP and DAP periods point to the several challenges that need to be addressed going forward.
- 4.2 The Bank has over a decade of experience in the implementation of its gender action plans and therefore, progress is more mature in this area. Most Bank operations in this reporting period had gender strategic alignment and included at least one gender-related result. While there is a margin to improve the quality of mainstreaming, it is noteworthy that of the operations that include gender related results, more than half were outcomes. Going forward, there is a need to strengthen the focus on project execution and supervision, providing the necessary technical assistance, incentives and monitoring of indicators to document results that are achieved, and development effectiveness improved.
- 4.3 Compared to gender, the Bank's **focus on diversity** is more recent and this document is the report of the first DAP. Therefore, it is important to analyze findings and lessons learned in that light. One important lesson is that diversity mainstreaming has been uneven across diverse population groups. Progress was greatest in promoting PWD inclusion. However, given the long history of addressing IP and AD in the Bank that preceded the DAP, it is concerning that there have not

been more opportunities to support these groups in Bank-financed operations. Going forward, a stronger focus on intersectionality will be one strategy towards expanding the Bank's work on diversity. The new GDAP will set differentiated targets across diverse population groups. However, the challenge to foster greater interest and demand for investments in diversity in member countries remains. This is an area where the Bank can play a role in creating an enabling environment through data, evidence, and dialogue that scores the returns to investments in diversity.

- 4.4 The **quality of mainstreaming** in design still varies across operations. For example, projects with only output indicators are still more frequent in projects that mainstream diversity than general or specific objective indicators. Moreover, gathering and collecting disaggregated data at the project level remains a broad institutional challenge for countries and the IDBG. Going forward, there remains a need to strengthen internal capacity within the IDBG to address G&D issues, through greater support to projects during design and execution and the expansion of G&D expertise in country offices and sectors. Additionally, more support is needed to build capacity amongst IDB member countries and project executing agencies to implement gender- and diversity-specific actions and monitor and evaluate the achievement of GRRs and DRRs.
- 4.5 The total volume of **direct investments** in gender equality was about 170% above the total reported for the 2017-2019 GAP period. PBLs continued to drive the volume of direct investment upward. At present, gender direct investment loan operations are still few. PBLs have demonstrated potential for including PWD, however they are uncommon for other diverse population groups.
- 4.6 **Technical assistance** plays a critical role during the design of operations for the mainstreaming of G&D. Skilled, motivated teams interested in identifying opportunities and knowledgeable of the evidence on the effectiveness and return of investments on G&D were able to influence policy dialogue and priorities, suggesting that expertise and institutional incentives contribute to reach ambitious direct investment and alignment targets. A remaining challenge is to increase the focus of TC resources to support G&D mainstreaming and direct investment operations and to develop new financing instruments to promote direct investments in G&D.
- 4.7 Progress was also achieved in: (i) greater monitoring and reporting on GRRs during project execution and completion, (ii) improving the inclusion of G&D in CSs, although diversity inclusion lags; (iii) more visible engagement and communications around G&D, and (iv) improvements in G&D data and knowledge. However, there is more work that needs to be done in terms of **generating and disseminating sector-specific knowledge and evidence**, particularly for issues affecting diverse populations and sectors that have not traditionally addressed G&D issues, and for countries and groups where progress is lagging.
- 4.8 In the first half of 2022, the IDB Group will develop its first joint Gender and Diversity Action Plan (GDAP) that includes the IDB, IDB Invest and IDB Lab. Priority areas will be informed by this report. The GDAP will set targets for the renewed approach on gender and diversity proposed by the Supplemental Document Analyzing IDBG Work to Address Gender and Diversity Equity approved by the IDBG Board of Executive Directors in the first quarter of 2022. Through data, evidence and dialogue that highlights the returns to investments on G&D, and with more focused technical cooperation, more ambitious targets for gender and diversity strategic alignment and

greater emphasis on project execution and supervision, new resource mobilization efforts to catalyze more direct investments in lending operations, and refined internal IDBG incentive structures, the IDBG will continue to consolidate gender and diversity as a core business line, with more depth and focus on demonstrable results.