

IDB GROUP GENDER AND DIVERSITY ACTION PLAN 2022-2025

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ABBREVIATIONS

AD	Afro-descendants
CDC	Country Development Challenges
CMF	Connectivity, Markets and Finance Division
COF	Country Office
CRF	Corporate Results Framework
CS	Country Strategy
CSD	Climate Change and Sustainable Development Sector
CTI	Competitiveness, Technology, and Innovation Division
DAP	Diversity Action Plan
DPG	Diverse Peoples and Population Groups
DRR	Diversity-Related Results
DSA	Diversity Strategic Alignment
DVF	IDB Invest Development Effectiveness Division
ERM	Eligibility Review Meeting
FMM	Fiscal Management Division
FSPs	Financial Service Providers
G&D	Gender and Diversity
GAP	Gender Action Plan
GDAP	Gender and Diversity Action Plan
GDLab	Gender and Diversity Knowledge Initiative
GRR	Gender-Related Result
GSA	Gender Strategic Alignment
ICS	Innovation for Citizen Services Division
IDB Lab	Inter-American Development Bank Innovation Laboratory
IDBG	Inter-American Development Bank Group
IDBI	IDB Invest
iDelta	Impact scoring tool
IFD	Institutions for Development Sector
IP	Indigenous Peoples
KIC	Knowledge, Innovation and Communication
LAC	Latin America and the Caribbean
LGBTQ+	Lesbian, Gay, Bisexual, Transgender/Transexual + other diverse gender identities and sexual orientations.
MAEG	Employment Action Framework with a Gender Perspective (abbreviation in Spanish)
PCR	Project Completion Report
PMR	Progress Monitoring Report
PWD	Persons with Disabilities
QRR	Quality and Risk Review
RND	Environment, Rural Development and Disaster Risk Management Division
RPD	Regional Policy Dialogue
SCL	Social Sector
SCL/GDI	Gender and Diversity Division

ABBREVIATIONS

SFD	Sector Framework Document
SDV	Development Effectiveness Office
SGBV	Sexual and Gender-Based Violence
SPD	Office of Strategic Planning and Development Effectiveness
SPH	Social Protection & Health Division
STEM	Science, technology, engineering, and mathematics
TC	Technical Cooperation
VPC	Vice Presidency for Countries
VPS	Vice Presidency for Sectors and Knowledge
WEE	Women's economic empowerment
WFID	Women's Financial Inclusion Data
XSR	Expanded Supervision Report

I. INTRODUCTION

A. IDB Group Vision and Commitments to Gender and Diversity

- 1.1. This document presents the Inter-American Development Bank Group's first joint Gender and Diversity Action Plan for 2022-2025. The Gender and Diversity Action Plan (GDAP) is the key instrument for translating the IDB Group (IDBG or "The Bank") commitments to gender equality and diversity into concrete actions.
- 1.2. These commitments are clearly articulated in multiple policy and strategy instruments, including the IDBG Institutional Strategy (UIS)¹ and the Corporate Results Framework 2020-2023 (CRF), which monitors progress of the Institutional Strategy and includes specific indicators to measure IDBG contributions to gender and diversity (G&D). These instruments consider the IDB's long-standing Operational Policy on Gender Equality in Development (OP-761) and Indigenous Peoples Policy (OP-765), approved in 2010 and 2006, respectively (it is important to note that the IDB's new Environmental and Social Policy Framework (GN-2965-23), which entered into force in 2021, supersedes the preventive (safeguards) mandates of both the gender and indigenous peoples policies). In parallel, the Gender and Diversity Sector Framework Document also offers guidance to project teams, based on the most recent data on key development challenges and evidence on policies that promote gender and diversity. The GDAP complements these policy and strategy documents, outlining specific targets² and the use of IDBG instruments to operationalize their mandates and priorities. As such, the diagnostic underpinning the GDAP actions and indicators focus on whether support for gender and diversity is included in IDBG financial operations, country strategies, analytical work, and other initiatives; Sector Framework Documents (SFD) by contrast, provide diagnostic and evidence related to the content or priority issues to address through operational and analytical work.
- 1.3. This GDAP is preceded by four IDB/IDB Lab Gender Action Plans (GAP), spanning 2011 to 2021,³ and the IDB's first Diversity Action Plan for Operations (2019-2021) (GN-3001). During the period of the Diversity Action Plan (DAP) implementation, it became more apparent that there was a need to better align the work on the GAP and DAP to maximize synergies and limited human resources, standardize criteria and streamline reporting. There was also growing interest from Management and the Board of Executive Directors to have a plan that covered all windows of the IDBG. IDB Invest (IDBI) support for gender and diversity is outlined in their internal document *Gender, Diversity, and Inclusion Strategic Roadmap* (February 2020) and their 2020-2022 Business Plan, Administrative and Capital Budget Proposal (CII/GA-80-2). The GDAP builds upon the progress, accumulated experience and lessons learned from the implementation of these plans (see Section I.C. for more details).
- 1.4. The Board of Governors considered the "Supplemental Document Analyzing IDBG Work to Address Gender and Diversity Equity" (CA-605/GN-3083-4, CII/CA-209,

¹ The current iteration of the Institutional Strategy is the "Update to the Institutional Strategy. *Development Solutions that Reignite Growth and Improve Lives*" (AB-3190-2) for the 2020 to 2023 period.

² The targets included in this document will be reviewed and formally approved by the Board of Directors in the next CRF cycle.

³ Update to the Gender Action Plan for Operations 2020-2021 (GN-2531-19), Gender Action Plan for Operations 2017-2019 (GN-2531-16), Gender Action Plan 2014-2016 (GN-2531-14), and Gender Action Plan for Operations 2011-2012 (GN-2531-12).

February 2022), which expands upon the G&D focus of the Institutional Strategy and lays out the main priority areas of action for the current GDAP. The document includes five “*Components of the IDBG’s renewed focus on G&D for greater results:*” (i) Creation of an enabling environment; (ii) Focusing TC support and creating new financial instruments; (iii) Development of a G&D-focused pipeline of projects; (iv) Refining the internal IDBG incentive structures for improved synergies; and (v) Redefinition of goals. The first four components are included within the pillars of the GDAP as specific objectives, and the final component, which calls for more ambitious goals and disaggregated targets for diverse peoples and population groups, is crosscutting in nature and reflected in the GDAP results matrix ([Annex I](#)). The targets included in this document will be reviewed and formally approved by the Board of Directors in the next CRF cycle.

- 1.5. The first section of this document includes a summary of key definitions related to gender and diversity, the main accomplishments and lessons learned from the IDBG work to address G&D over the past three years, areas that warrant attention going forward, and the objectives of this new GDAP 2022-2025. Sections II-V lay out each of the priority areas of action aligned with the GDAP specific objectives: creating of enabling environment for gender and diversity, providing support for gender and diversity in the IDBG’s projects and transactions, achieving results during project execution, and refining of the IDBG’s G&D internal incentive structure.

B. Key Definitions⁴

- 1.6 **Diverse Peoples and Population Groups (DPG).**⁵ The IDBG is committed to equal access to opportunities for DPG across Latin America and the Caribbean (LAC). The Bank focuses on four diverse groups that face discrimination based on their collective identity: (i) indigenous peoples (IP);⁶ (ii) Afro-descendants (AD);⁷ (iii) persons with disabilities (PWD);⁸ and (iv) people who identify as lesbian, gay, bisexual, transgender/transexual + other diverse gender identities and sexual orientations (LGBTQ+). **Support for diversity**, a term used throughout this document, refers specifically to development with identity and/or the inclusion of the DPGs as discussed in the UIS (AB-3190-2, ¶4.13). For additional information on diversity, see [Annex II](#).
- 1.7 **Gender equality.** The IDBG is also committed to promoting gender equality and empowerment, which, in addition to their intrinsic value, have been shown to contribute to economic growth, development effectiveness and breaking the cycle of intergenerational transmission of poverty. According to the IDB Gender Policy, gender equality means that women/girls and men/boys enjoy the same conditions and opportunities to exercise their rights and reach their social, economic, and political potential. The Gender Policy recognizes that the pursuit of equality

⁴ See [Annex IV-1](#) for additional definitions.

⁵ DPG, as used in this document, will always incorporate indigenous and traditional peoples and their unique collective identity.

⁶ The Indigenous Peoples Policy (OP-765, 2006) recognizes the collective identity of IP (see [Annex II](#)).

⁷ This term includes African descendants, Peoples of African Descent, and Traditional Peoples of African Descent (such as *quilombolas*, *palenqueras*, *razales*, maroons, and others) (see [Annex II](#) for additional detail on traditional peoples such as *riberinhos*).

⁸ The IDBG recognizes the social model of disability in the Convention on the Rights of People with Disabilities (CRPD), which defines disability as the interaction of an impairment (physical, mental, cognitive, or sensory) with external barriers that limit the effective participation in society. Disability is not solely determined by a health condition.

requires actions aimed at equity, which implies providing and distributing benefits and/or resources in a way that narrows existing gaps. The understanding of gender equality is evolving in LAC societies, to ensure that rights and opportunities are not affected by diverse gender identities and gender expression.

- 1.8 **Intersectionality.** Refers to the interconnected nature of social categorizations as they apply to a specific individual or group, regarded as creating overlapping systems of discrimination or disadvantage. Considering intersectionality in development policies and programs is important because overlapping identities can affect access to opportunities and development outcomes. For example, while educational enrollment and attainment has reached gender parity at a national level in many countries, an analysis for indigenous women/girls frequently reveals substantial education gaps compared to their male counterparts and other groups women/girls in the country. As such, they may require solutions that encompass the totality of their identity. Not only will the IDBG strive to include all aspects of diversity in its operations and analytical work, but it will also expand its focus on intersectional needs and perspectives.
- 1.9 To reduce poverty and inequality in LAC, the IDBG provides support to address the specific needs of the region's at-risk populations, including the rural or urban poor, migrants, the elderly, youth at-risk, and others. Applying a G&D lens to the analysis of the problems and definition of solutions for improving the lives of these at-risk populations is critical. The Bank will apply a life cycle approach to its work on gender and diversity to design differential solutions, as relevant, for different age groups.
- 1.10 **Gender and Diversity Strategic Alignment** refers to a project's alignment with the G&D cross-cutting theme of the IDBG Institutional Strategy at the time of project approval. The criteria required for gender strategic alignment (GSA) or diversity strategic alignment (DSA) is the inclusion of three elements: (i) an analysis of the development problem or gap related to gender and/or diversity; (ii) at least one activity/ solution that addresses the specific gender and/or diversity issue identified; and (iii) at least one indicator in the project results matrix (or policy matrix for PBLs) that relates to the solution (see the [CRF Technical Guidance Note](#)⁹ or [Annex IV](#) of this document). The alignment criteria are applied to operations across all three windows of the IDB Group.¹⁰
- 1.11 Projects that mainstream or directly invest in G&D are the two types of operations that have G&D strategic alignment.
- (i) **Gender and Diversity Mainstreaming** refers broadly to the process that seeks to assess and address G&D gaps and issues in the design, implementation, monitoring, and/or evaluation of development policies and programs in all areas. G&D mainstreaming in a specific project (at approval) means that the criteria required for strategic alignment are integrated into a project with any development objective. The inclusion of specific indicators that measure differentiated project results at the level of a specific or general objective is considered to be higher quality mainstreaming. The IDB is the

⁹ The CRF Technical Guidance Note details the full criteria and process to capture GSA and DSA. CRF reporting started tracking GSA and DSA separately in 2020.

¹⁰ To assess these criteria, the IDB uses a strategic alignment check list during the Quality and Risk Review Meetings, IDB Invest uses the DELTA (Development Effectiveness Learning, Tracking and Assessment) tool and IDB Lab uses the iDELTA (the innovation DELTA).

only multilateral development Bank (MDB) with a diversity mainstreaming process.

- (ii) **Gender- and Diversity-Focused Projects (or Direct Investments)** meet the GSA and/or DSA criteria at approval and have at least one objective (general or specific) that is explicitly focused on gender equality, development with identity and closing gaps or addressing specific issues affecting any of the DPG. For IDB Invest, this objective should indicate that the project directly benefits women or at least one DPG. For the Inter-American Development Bank Innovation Laboratory (IDB Lab), the company or entity being financed through the project must have gender and/or diversity as a goal and identify how the business model or technology being financed will achieve this goal. Direct investment projects must also have a clear budget dedicated specifically to gender and/or diversity –either the full project budget, or in the case of IDB operations, the full budget of a project component– and corresponding gender- and or diversity results indicator(s).

C. IDBG Progress on Gender and Diversity

- 1.12 The Report on the Implementation of the Diversity Action Plan, 2019-2021 and the Update to the Gender Action Plan, 2020-2021 (GN-3001-3) ([DAP-GAP Report](#)) provides the most recent account of IDB and IDB Lab progress supporting gender equality and diversity. IDB Invest progress is drawn from its annual reports to the Board that include a focus on G&D, as well as quarterly reports on progress. Finally, the IDBG's [2021 Development Effectiveness Overview](#) (DEO) highlighted several lessons learned related to projects supporting women's economic empowerment (WEE). This section summarizes the main accomplishments and challenges identified in these reports.

1. IDB and IDB Lab Accomplishments and Lessons Learned

- 1.13 **Gender and Diversity Mainstreaming in Project Design.** The IDB has expanded its support for G&D through mainstreaming into its operations. Between 2020 and 2021, 65.6% of IDB projects¹¹ approved had GSA, compared to 47% for the 2017-2019 period, with an all-time high of 76% in 2021. Twenty-five percent of IDB projects approved between 2019 and 2021 had DSA, with a high of 37% in 2021, well above the 2016-2018 level of 8.7%.
- 1.14 Of the IDB Lab project approvals in 2020 and 2021, 59% included support for gender equality, which is more than double the 2017-2018 level of 27%. Twelve percent of IDB Lab approvals included support for one or more of the DPG.
- 1.15 The factors that have contributed to the increase in projects approved with G&D mainstreaming included: (i) growing interest or receptivity of governments in some countries and across different sectors; (ii) TC funds used, in some cases, to provide client and operational support on G&D; (iii) accumulated knowledge and experience addressing G&D issues among a growing number of the IDBG's operational staff; (iv) annual increases in the number of projects in preparation receiving direct technical support from dedicated G&D staff and consultants in Bank country offices and at headquarters, enabled largely by changes in team

¹¹ "Projects" in this report (as well as CRF reporting) include loans (except contingent loans, guarantees, projects financed through the IDB Grant Facility (GRF), and investment grants (IGRs) with an approved amount greater than US\$3 million.

organization and adjustments to work plans/workloads, not increases in human resources; (v) a strengthening of the role of the Gender and Diversity Division (SCL/GDI) country focal points¹² and more frequent communication/coordination between focal points and the country office teams (in addition to the existing role conducted by SCL/GDI sector focal points);¹³ (vi) annual screening of 100% of the project pipeline to identify mainstreaming opportunities, beginning in 2018 for gender and in 2020 for diversity; (vii) a strengthened process of quality review of G&D mainstreaming in the IDB, including the validation of GSA and DSA assumed by SCL/GDI in September 2020; and (viii) more systematic quality review of G&D within IDB Lab throughout design.

- 1.16 **COVID-19: Challenges mainstreaming during a crisis.** The nature of the emergency response operations (protecting incomes, avoiding business closure and subsequent employment loss, ensuring the continuity of essential services) did not lend itself to a focus on closing gaps which is required to meet the gender and diversity alignment criteria. This did not mean that these projects were not reaching women or persons from diverse groups affected by the crisis, but they were reaching them as part of a general solution, not a differentiated one. Still, after the initial months of the crisis, SCL/GDI provided project teams with technical guidance on potential opportunities for addressing G&D gaps and issues across the COVID-19 response project prototypes that project teams could raise with their counterparts; as a result, there was an increase in alignment over time. The percentage of COVID-19 response operations with GSA almost doubled between 2020 and 2021 and almost tripled for DSA.¹⁴ One lesson learned from the COVID-19 pandemic is the importance of strengthening key systems (such as those for preventing sexual and gender-based violence (SGBV) and protecting victims) so that they can be equipped to adapt and operate in a crisis setting.¹⁵ Also during the pandemic, it was clear that countries lacked disability-inclusive national emergency plans. The IDB is now supporting these plans, which include coordination mechanisms across government agencies to ensure that PWD are not left behind. Another lesson learned from mainstreaming G&D in COVID-19 emergency response operations relates to setting realistic expectations of what can (and cannot) be accomplished in a technically sound manner in a crisis-context (such as a food, inflation or energy crisis, or a large-scale financial system crisis), under rapid approval timelines with limited data available on gaps.
- 1.17 **The quality of G&D mainstreaming varies significantly across operations.** One measure of quality mainstreaming at entry is the inclusion of results indicators. For example, diversity-related results (DRRs) are still more present as project outputs than they are as results indicators for specific or general project objectives.

¹² SCL/GDI has designated one staff or consultant to support G&D work from the country perspective. In the second semester of 2021, the scope of work of these country focal points was expanded to provide greater technical support project design and execution, technical inputs for COF management for country dialogues and identification of direct investment opportunities, among others.

¹³ One SCL/GDI staff person is assigned as a focal point to work with each operational division in VPS, supporting mainstreaming, direct investment operations, and sector-specific knowledge and learning initiatives. Each SCL/GDI sector focal point has one or more counterparts in the other VPS divisions, who functions as internal G&D focal points (for further description of these roles, see [Annex IV](#)).

¹⁴ GSA rose from 33% of total Covid-related operations in 2020 to 60% in 2021. DSA rose from 11% in 2020 to 33% in 2021.

¹⁵ Immediate support needs requested to SCL/GDI by Ministries of Women following up on the RPD from April 2020 included: online experts' sessions on how to operate remotely, communications support to help information efforts, and in some cases, small equipment such as cell phones for personnel.

Also, in some cases, both gender-related results (GRRs) and DRRs lose importance and fall short during project execution, due to various challenges, including changes in country priorities or executing agency leadership, limited G&D capacity within the executing agency, insufficient availability of technical support from G&D Bank staff or consultants in-country during execution, or lack of continuity of key activities identified in project design such as data collection. For sectors that have a younger portfolio of projects that address G&D (several non-social sectors), inclusion of more ambitious results will require greater support and dialogue with counterpart agencies.

- 1.18 **Progress mainstreaming diversity has been uneven** across the four diverse groups prioritized in the DAP; 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+. These results show greater advances for PWD and less progress for groups for which the Bank has had a longer history of focus, such as IP or AD. While IDB project teams have rarely encountered push-back from government counterparts on support for PWD where many countries have legal requirements and policy indicators for the public and private sector, more challenges have arisen when proposing work with IP and AD, including the time and resources needed to consult communities and create consensus with government actors, data limitations, and social or political sensitivities in some contexts.
- 1.19 The DAP 2019-2021 did not include LGBTQ+ people within the target for projects that support diversity, given the need to first focus on knowledge and internal capacity building. Notwithstanding, the Bank's first operations to address LGBTQ+ inclusion were approved during the 2019-2021 period. Lessons learned from these early experiences underscore the complexity of the issues facing this population group, given deeply entrenched social stigma and discrimination. Some Bank staff has expressed that they do not feel adequately prepared to discuss LGBTQ+ mainstreaming with counterparts, a priority for creating an enabling environment for diversity and gender (see Section II).
- 1.20 **Direct investments in gender and diversity have also increased.**¹⁶ Gender-focused projects equaled US\$889.3 million in 2020-2021, about 170% above the 2017-2019 level; these included loans, investment grants (IGR), and technical cooperation projects (TCs). 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% to IDB Lab funds.
- 1.21 Diversity-focused projects from IDB and IDB Lab equaled US\$400 million in 2019-2021, approximately 41% above the 2016-2018 level. Of the total direct investment in diversity, between 2019 and 2021, 98.9% came from IDB and 1.1% from IDB Lab.
- 1.22 To date, country demand for direct investments in gender equality has exceeded demand for projects focused on diversity, although interest may be increasing especially related to PWD. One promising approach for advancing gender and diversity inclusive policies has been G&D-focused policy-based loans. For diversity, IDBG project teams have highlighted the value of flexible regional TCs with resources available to support G&D analysis during the inception of projects.

¹⁶ These direct investments include projects that have as their general objective the promotion of gender and diversity and not projects with direct investment project components.

- 1.23 **Achieving Diversity and Gender-related Results.** Progress during project execution is more challenging to systematize than at entry, given the sheer volume of active operations, varied stages of execution, and the heterogeneity of gender- and diversity-related indicators across operations. The two Bank instruments for reporting on progress continue to be the Progress Monitoring Reports (PMR), which offer a biannual snapshot focused largely on outputs and intermediary results, and Project Completion Reports (PCRs) which are the source of information on overall project outcomes and impacts. The same is true of IDB Lab supervision instruments, which focus on activities, outputs, and proximate outcomes. Furthermore, many IDB and IDB Lab clients still have incomplete reporting on gender-disaggregated data, and very limited reporting on diversity data.
- 1.24 Given the increase in IDB operations with GRR and DRR indicators included during design, there has been a corresponding increase of those in execution. Gradually, more of these operations are reaching completion, which can take from five to eight years from the date of approval. In 2021, PMRs of project in execution that included GRR and DRR indicators in their results matrices at entry showed that 78% of all GRR indicators and 74% of DRR indicators were included in the PMR. For those projects that were not tracking original GRRs and DRRs, it is difficult draw conclusions since the reason for changes in indicators after project approval have not been adequately tracked. Regarding PCRs, there are gradually more PCRs reporting on projects that include GRRs at the specific or general objective level. However, of those PCRs that did report on results in addition to outputs (16% of the total) in the 2020-2021 period, only one showed attribution to project interventions through an impact evaluation.¹⁷ In the case of diversity, there were only three projects with DRRs that have reached completion. In fact, two out of the three PCRs for these projects did not report any results due to dropped data collection efforts in execution.
- 1.25 **Country Strategies.** The IDBG significantly increased its attention to G&D during the preparation of country strategies (CSs). For example, all CSs approved from 2020-2021 included a gender focus, which is well above the 63% reported for the previous GAP period (2017-2019). Also, 50% of the CSs approved from 2019-2021 included a focus on diversity, compared to only 8% in the 2016-2018 period. An increase in the institutional attention to G&D has driven improvements to CS mainstreaming. The key enabling factors identified for the 2019-2021 period included: (i) increase in the G&D analysis and policy recommendations in Country Development Challenges (CDC) documents; (ii) strong commitment from the IDBG's upper management, which helped facilitate greater inclusion of G&D issues in dialogues with national counterparts; and (iii) direct support from SCL/GDI specialists or consultants. SCL/GDI's support was expanded in 2021 with the assignment of G&D focal points to work directly with each country office, and the preparation of country toolkits (piloted in six countries) to inform country dialogues. Feedback on these measures by country office representatives highlighted that just-in-time support from SCL/GDI has been the most useful. On

¹⁷ The objective of this program is to help reduce gender inequality in Argentina, by fostering the effective and timely implementation of policies to enhance equality of opportunity and promote the rights of women and girls.

the contrary, in an external assessment¹⁸ conducted to identify perceptions on factors contributing to or limiting progress on G&D, 60% of respondents for gender and 65% for diversity mentioned lack of government support or interest among the factors preventing mainstreaming in CSs. Stakeholders noted that government counterparts are often not interested or willing to sign off on country strategies that call attention to specific diverse population groups.

- 1.26 Despite these improvements, there are still limitations for including diversity in country strategies. Challenges range from limited country demand to the lack of legal recognition or protection of LGBTQ+ persons, including criminalization of same-sex relations in some countries, and political sensitivity around issues of race and ethnicity in other countries. In addition, there are still important data gaps (with heterogeneity across countries and across DPG). Closing these gaps requires recognizing the challenges in data collection, especially in country contexts where stigma and experiences with exclusion of some groups have been most pronounced (e.g., in some contexts, asking individuals to identify their sexual orientation or gender identity can be politically or social sensitive, or even expose individuals to threats).
- 1.27 **Knowledge Generation.** IDBG analytical work published between 2019 and 2021 made a valuable contribution to increasing knowledge on G&D issues (including 95 analytical studies, 49 operational tools, 10 studies focusing on the private sector, and 8 impact evaluations). These complemented country-level efforts to produce more and better statistical data on G&D in national surveys and censuses. This stock of evidence has informed mainstreaming of CSs and operations; for example, a [recent study of PWD](#)¹⁹ helped inform the design of three loans that incorporate PWD in household surveys and the census (Modernization of Statistics Systems Program (ES-L1128), Strengthen the Statistics System in Bolivia (BO-L1220), and Strengthen Paraguay's National Statistics System (PR-L1176). There are still information gaps at the project level, with heterogeneity across sectors, countries, and population groups that warrant greater attention going forward.
- 1.28 To help address some of these information gaps, as well as the relatively limited visibility of some of the IDBG's G&D knowledge products, the Bank launched its Gender and Diversity Knowledge Initiative (GDLab) in 2020 which: (i) systematized knowledge generated by the IDBG on G&D issues over the last 20 years and made it visible through an online repository; (ii) published six [policy briefs](#) pulling together recent knowledge and evidence focusing on gender and health, the role of information to close diversity gaps, gender-based violence, the labor market for women, unequal access to opportunities for IP and AD, and the effects of COVID-19 on women and DPG; and (iii) conducted two calls of proposal for studies in areas with documented knowledge gaps: LGBTQ+ populations (2021) and recovery of women's employment post COVID (2022).
- 1.29 **Capacity building.** During 2020 and 2021, the IDB improved the capacity of project teams to mainstream G&D focus in project design by: (i) applying

¹⁸ The external assessment was conducted by the consulting firm Manaus. It included multiple methods, including 66 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).

¹⁹ We the People: Inclusion of People with Disabilities in Latin America and the Caribbean.

consistent standards for the analysis of G&D in operations; (ii) separating analysis of G&D by population group, enabling teams to see the proposed vertical logic for each more clearly; (iii) delivering targeted workshops on G&D strategic alignment with staff from the Vice Presidency for Sectors and Knowledge (VPS) divisions and Vice Presidency for Countries (VPC); (iv) developing standard project review checklists; and (v) developing sector-specific tools to support mainstreaming in operations (for example, INE's [gender in infrastructure online toolkit](#)). This process and the guidance tools have contributed to growing autonomy for project teams and an ability to design interventions and indicators that can be replicated in other operations and tracked over time.

- 1.30 Strengthening the capacity of project teams during project design will allow the SCL/GDI team to gradually focus more support to projects in execution. An increased level of ambition on the depth and breadth of the Bank's work on G&D can be achieved in part through efficiency gains, but it will also require more resources. Expanding the presence of specialists in country offices will ensure greater support for G&D activities in operations, especially during execution. Moreover, these specialists are working closely with country representatives and their teams, providing timely technical inputs and technical support to position G&D in policy dialogue and programming.
- 1.31 Two examples of initiatives in place that could help increase country interest or capacity to address these G&D issues in development programs are Massive Open Online Courses (MOOCs)²⁰ and the Transport Gender Lab (TGL), a laboratory of initiatives, networking and consolidation of good practices focused on reducing the gender gap in transportation systems in LAC cities.

2. IDB Invest Accomplishments and Lessons Learned

- 1.32 Between 2017 and 2021, the percentage of IDBI transactions (or financial operations) with support for gender and/or diversity, grew from 13% to surpass the corporate objective of 25% for gender and 5% for diversity in 2021. From this transaction pool, IDBI went from zero to six transactions with support for diversity. Two types of transactions are included within these figures: those that have G&D project outcomes or project additionality,²¹ as identified by the IDBI Impact Management Framework, including the Delta tool.²²
- 1.33 The IDBG 2021 DEO identified four overarching lessons for the IDBG, and specifically for IDBI to strengthen the impact of its transactions supporting WEE: (i) strengthening quality, gender-disaggregated data on gender gaps; (ii) using tailored approaches to address attitudes, barriers, and preferences; (iii) increasing women's workforce participation through advisory support to clients with financial incentives to spark actions to improve workplace culture; and (iv) improving role

²⁰ 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 developed by IDB and IDB Invest and launched in November 2021. As of January 2022, it has registered 4,200 participants.

²¹ A project that (i) directly targets/impacts women or diverse groups (G&D project outcome) or (ii) transfers G&D capabilities to the client and/or generates value for other project stakeholders even when it does not directly target G&D (project additionality).

²² The DELTA Impact Rating System is an evidence-based scoring system that assesses the expected impact of each investment, assessing the quality of the project's theory of change and the indicators and targets in the results matrix. The Delta tool is applied at different stages of the project cycle, at origination (IDM and Board approval), at commitment/closing, and each year during implementation.

modeling and representation of women and diverse executives in decision-making roles.

- 1.34 IDBI has continued the financing of women through its women entrepreneurship banking, which is now in over 20 banks in more than 15 countries. This program has coupled access to financing with a non-financial offering to women entrepreneurs and women-led companies to strengthen their capacity to grow their businesses.
- 1.35 IDBI created and incentivized the use of innovative financial tools and models to close G&D gaps in the region,²³ including the market for gender bonds in LAC. In 2017, there were no gender bonds issued in the region by a private sector entity. Since 2019, IDBI and IDB have supported 8 gender bonds, thus incentivizing the regional market for this financial product. IDBI was the first multilateral to pilot blended finance incentives in the field of gender equality: concessional resources were mobilized to promote the inclusion of women in the workforce in non-traditional roles within the infrastructure sector. Once the mechanism proved successful, it was expanded to both the financial and corporate sector. For example, IDBI financed the first blended finance incentive in Honduras to include women in value chains and launched of the world's first gender bond linked to incentives with a Bank in Colombia.
- 1.36 IDBI has brought knowledge and adapted the latest trends in gender equality and financing to the region. [Gender Lens Investing](#) (GLI) is a way of mobilizing capital to close gender gaps in three ways: increasing access to finance to: (i) women led/owned companies; (ii) companies with robust gender equality policies; and (iii) companies developing products or services that benefit women. A study was written and launched in 2019 by IDBI and ESADE²⁴ and since, the trend has permeated to the region with financial service providers (FSPs), commercial banks, FinTech and funds applying this lens to its investments. Furthermore, GLI is becoming one of the core impact reporting areas for development finance actors (GIIN & HIPSO indicators, 2021). Six other studies, reports, and best practices compendiums on the business case for G&D within the private sector have been published by IDBI since 2018 and can be found in the [Central Repository](#).²⁵
- 1.37 IDBI has created tools that cover the holistic needs of clients from risk to opportunity. First, to assess risk in a project while applying a gender lens, IDBI uses the [Gender Risk Assessment Tool](#) (GRAT). In partnership with UN Women, UN Global Compact and IDB Lab, IDBI developed the [Women Empowerment Principles Gender Gap Analysis Tool](#) (WEPs tool), a self-diagnosis tool that companies can use to assess their stage of gender equality. The need for sex-disaggregated data is key to be able to design and advance gender equality. As such, IDB and IDBI have joined the [Women's Financial Inclusion Data \(WFID\) partnership](#) to support FSPs and regulators to collect and utilize sex-disaggregated data for financial inclusion and to inform business decisions.

²³ Examples of these initiatives include efforts to increase the number of women and diverse populations participating in the Venture Capital (VC) and the Private Equity (PE) initiative.

²⁴ A global academic institution with a business and law school.

²⁵ Central Repository, Knowledge Section: <https://www.idbinvest.org/en/solutions/gender>

3. Lessons learned from coordinated IDBG initiatives and with IDBG partners

- 1.38 The IDBG has developed several joint initiatives together with external partners that are informed by the positive track record that public-private coordination and partnerships within and outside of the LAC region. One example is the Gender Parity Accelerators (IPGs, its Spanish acronym), a partnership between the IDB, IDB Invest, World Economic Forum, and the French Development Agency that aims to improve women's participation in the labor market, closes gender income gaps and boosts women's leadership. The IPGs have served in seven countries in the region,²⁶ so far, to galvanize support and foster concrete actions from a multitude of public and private sector companies at the same time; this approach has the potential to be much more transformative than isolated endeavors. In some cases, the IPGs have directly contributed to creating demand for direct investments (e.g., PBLs), gender components in sector projects, and mainstreaming.
- 1.39 A new instrument developed to help advance the IDBG's response to job losses caused by the pandemic is the Employment Action Framework with a Gender Perspective–MAEG (GN-3057) approved in 2021. This instrument offers a framework for providing support to increase employability and employment at the levels of talent/human resources (supply), businesses (demand) and policy. Coordinated efforts to apply the MAEG have led to direct technical support for project teams across sectors to include a focus on employment in their projects.
- 1.40 The IDB's experience with its **Gender and Diversity Multi-donor Fund (MGD)** (which approved its final projects in 2020) underscores the value of a thematic fund to support gender and diversity operations. First, MGD-financed TCs supported the integration of G&D issues into 20 IDB member country programs. The Fund received US\$11.9 million in donor contributions. Its broad design and flexible financing enabled the Fund to approve and execute a wide range of activities and operations in support of all its target populations (women, IP, and AD). During the 2009-2019 period, the MGD alone was responsible for about 15% of all the IDB's allocated grant resources to support gender and diversity.

4. Going Forward

- 1.41 The IDBG's reports cited above, as well as IDB Invest Expanded Supervision Reports (XSRs) and the Diversity Audit (2018-2021) conducted by the IDB Office of the Executive Auditor in 2022, identified several areas of action that needed to be strengthened going forward, including the following points.
- 1.42 **Creating an enabling environment:**
- (i) Collecting more robust and nationally representative gender- and diversity-specific data to inform public and private sector operations, country strategies and policy reform.
 - (ii) Generating and disseminating greater evidence on what works to effectively advance the G&D agenda.

²⁶ Countries with IPGs are Chile, Argentina, Panama, Colombia, Costa Rica, the Dominican Republic, and Ecuador.

- (iii) Improving functionalities in bank systems to support the collection of disaggregated information on diverse population groups at approval.
- (iv) Building a “business case” for diversity for IDBI clients in the region.
- (v) Expanding the focus on diversity in CS and programming.
- (vi) Strengthening capacity within the IDBG and in project executing agencies to address G&D issues, to implement gender- and diversity-specific actions and to monitor and evaluate the achievement of results.
- (vii) Improving coordination with the public and private sector to develop a stronger base of evidence on best practices for incorporating G&D.
- (viii) Using IPGs as a platform to inform, raise awareness and prioritize issues of economic gender gaps, and for generating demand for operational support from the Bank.

1.43 Operational Support:

- (i) Promoting more attention in IDBG operations to all diverse population groups, including differentiated targets for all four diverse population groups.
- (ii) Improving the quality of mainstreaming in design, including moving beyond project outputs to include results indicators, particularly for diversity-related interventions.
- (iii) Increasing financial resources to support direct investment gender- and diversity-focused operations and components.

1.44 Achieving Results

- (i) Strengthening the focus on project execution and supervision to ensure G&D results are achieved.

D. Objective of the GDAP 2022-2025

1.45 The main objective of the GDAP is to expand the impact, breadth, and depth of the IDBG’s work that supports gender and diversity. The duration of the action plan is four years, from 2022 to 2025. The objectives and areas of action are organized under four pillars that address the challenges identified above and that reflect the IDBG renewed commitment on G&D, with a focus on greater results.

- (i) **Contribute to the creation of an enabling environment** for advancing gender equality and diversity in the IDBG borrowing member countries through data collection, country strategies, knowledge generation, communications, and capacity building.
- (ii) **Expand the quantity and quality of IDBG projects that support gender and diversity throughout the project cycle**, including mainstreaming gender and diversity-focused projects and project components, mainstreaming, and focused technical cooperation.
- (iii) **Strengthen the IDBG’s focus on gender and diversity results** in project execution and evaluation.
- (iv) **Refine internal incentive structures for improved synergies and collaboration.**

- 1.46. The GDAP represents an important advance in the harmonization of IDBG G&D work across all three windows of the institution (IDB, IDB Invest and IDB Lab). This includes, for example, alignment of criteria and measurement of operations that support G&D and greater collaboration in capacity building and communication initiatives. Specific details are provided throughout the document.

II. CREATION OF AN ENABLING ENVIRONMENT FOR GENDER AND DIVERSITY

- 2.1 The IDBG will contribute to the creation of a stronger enabling environment for advancing gender equality, development with identity and inclusion of diverse populations groups in the development process. To this end, the IDBG will: (i) contribute to the generation of gender- and diversity-disaggregated data; (ii) generate evidence on what works to address G&D issues across sectors; (iii) strengthen the focus to G&D issues in country and sector dialogues, strategies, and programming; (iv) build capacity to address gender and diversity issues within the IDBG and among public sector counterparts and private sector clients in its borrowing member countries; and (v) communicate and disseminate knowledge and best practices on G&D throughout the region.

A. Gender and Diversity Data, Knowledge, and Evidence

- 2.2 **Gender- and Diversity-Disaggregated Data.** Although there have been advances in recent years in the statistical visibility of women and diverse population groups in LAC, progress is not uniform across sectors, data types, diverse groups, or countries. This challenge has been exacerbated by census and survey delays due to COVID-19, including an inability to conduct field-level surveys. During the pandemic, some countries' surveys were conducted by phone, which may have the risk of excluding persons from diverse groups living in rural and disperse areas where coverage is limited. Some populations, such as LGBTQ+ persons, can feel threatened and face potential discrimination because of data collection exercises. Therefore, issues of safety, anonymity and ethical use of data are important when we address data challenges.
- 2.3 Quality data informs dialogues between the IDBG and its member countries on strategic and programmatic priorities, and for the design, implementation, monitoring, and evaluation of projects that support G&D. Improving survey questions, revising sampling frameworks, refining data collection protocols, building the capacity of the IDBG's clients to consider how (and whether) data is collected, and incorporating georeferenced data are just a few of the ways to address these challenges. [Annex II](#) provides a summary of the progress and persistent gaps in terms of diversity data in the region's nationally representative surveys and censuses.
- 2.4 Quality gender- and diversity-disaggregated data remains a challenge, especially in firm-level surveys. Progress in administrative data bases is heterogeneous across sectors, countries, and population groups. The most recent, specific information on G&D development gaps are systematized in the Gender and Diversity SFD (see ¶2.8).
- 2.5 The IDBG is contributing to the generation of harmonized indicators across the region's main surveys through the SCL Datalake, an indicator dashboard, with country profiles and disaggregated indicators on education, labor markets, demography, and housing based on household surveys and censuses with

variables on gender, disability, race, and ethnicity (IP and AD). Other sector specific data initiatives currently include the Transport Division (INE/TSP) pilot Employment Dashboard, which tracks employment in construction works disaggregated by gender.

2.6 During the GDAP period, the IDBG will expand the technical expertise and financial resources dedicated to disaggregated data across multiple sectors through activities, including:

- (i) Technical and financial support to strengthen the capacity governments to improve the quality of G&D data collection and to include questions on diversity not currently asked in surveys, censuses, and administrative records and their use through a coordinated effort across VPS divisions including SCL divisions, IFD/ICS, CSD/RND, IFD/CTI, INE/TSP, and others.
- (ii) Technical expertise and financial resources to improve the quality of data collection and the disaggregation of project data for IDBG-financed operations.
- (iii) Innovative analytical work to improve the quality and cost efficiency of data collection on G&D.
- (iv) Creation and dissemination to external audiences of a socioeconomic data harmonized for G&D data from the SCL Datalake and other data initiatives with the public and private sectors (e.g., Data 2x).
- (v) Leveraging the ongoing digital transformation of the private sector, and more advanced technical capabilities of tech-based companies, to collect timely, client- and transactional-based data on G&D.
- (vi) Engaging with the private sector to measure and address gender and diversity gaps in the markets and civic spaces where they operate.

2.7 **Knowledge generation.** Knowledge on cost-effective solutions to close G&D gaps still lags in the LAC region. Given the cross-cutting nature of these issues, knowledge activities from all areas of the IDBG contribute to filling these gaps. For example, VPC focuses on products that offer in-depth view of the gaps at the country or sub-regional level. One of the mechanisms that has allowed the IDBG's to expand its capacity to generate cutting-edge, applied research is the Knowledge Initiative on Gender and Diversity (GDLab). This initiative was launched in 2020 and is co-led by SCL/GDI and the IDB Research Department (RES/RES). During the GDAP period, GDLab will: (i) complete first two cohorts of studies;²⁷ (ii) conduct two calls for proposals per year to support studies in areas such as SGBV, climate change and green jobs, and others identified in the G&D SFD; and (iii) expand the series of policy briefs to consolidate the evidence generated by the IDBG on G&D issues (two per year) to include in the Bank operations and inform policy dialogue. This information will be broadly disseminated via the GDLab online repository. GDLab will require the inclusion of gender and diversity intersectionality as part of the research proposal it supports. In addition, SCL/GDI and ORP will strengthen the GDLab outreach strategy to mobilize donor resources to sustain this effort. This effort will be aligned with the broader G&D outreach strategy, which will also include the Gender and Diversity Facility mentioned in paragraph 3.31.

²⁷ The first call for proposals was focused on LGBTQ+ populations and the second one, conducted in March 2022, focused on post-COVID employment recovery for women.

- 2.8 In 2022, the IDB will approve a new Gender and Diversity SFD. The SFD will present key G&D development challenges for the LAC region. The document is organized to address three areas: structural factors that perpetuate inequalities, unequal treatment of women and DPG, and weak institutional capacity. The SFD includes: (i) the most recent evidence on the effectiveness of G&D policies and programs for the three identified G&D development challenges; (ii) lessons learned from the IDBG's experience; and (iii) lines of action for each of the G&D development challenges to help guide the IDBG's operational, policy dialogue, and knowledge generation activities in the region. It will also include a statistical annex with comparable G&D data across countries in LAC for key social and economic indicators.
- 2.9 To further elevate the visibility of research and evidence on gender, the IDB is dedicating its flagship publication, Development in the Americas (DIA) 2023, to policies aimed at closing gender gaps. This report will also include a compilation of evidence, which is still extremely limited in the region, on policies to promote the inclusion of LGBTQ+ individuals, part of the diversity agenda.
- 2.10 During the GDAP period, IDB Lab will deepen its collaboration with both IDB and IDB Invest to test the effectiveness and market viability of business models to address G&D gaps. IDB Lab will also focus on the effective use of digital technologies to test scalable solutions for future IDBG operations. The results of these initiatives will be assessed and disseminated.

B. Dialogue with Governments/Clients and Country Strategies

- 2.11 The IDBG will continue to strengthen its attention to G&D in CSs, which lay the foundation for the IDBG's dialogue with its borrowing member countries and priorities for the programming of future projects. While the inclusion of G&D in CSs has increased over the past three years, attention to gender far outweighed the focus on DPGs. The Bank will attempt to engage its country counterparts on both diversity and gender as priorities, with the aim of increasing attention in CSs for all priority diverse populations.
- 2.12 To reach this goal, the Bank will bolster its focus on G&D issues at various stages of the process, from the preparation of the CDCs to the preparation of the CS, on-going country policy dialogue and civil society consultation.
- 2.13 **Preparation of CDCs.** Drawing on available gender- and diversity-specific data and evidence, VPS divisions, including SCL/GDI, and IDB Invest will continue to coordinate with the country departments of VPC to prepare technical inputs that include G&D analysis and policy recommendations. As was the case during the previous DAP and GAP periods, G&D inputs will be provided for 100% of the CDCs in preparation during the GDAP period. VPC country department Country Days will incorporate a G&D session and/or a focus on G&D in thematic sessions during CDC preparation to deepen the discussion of priority issues, as necessary.
- 2.14 **Country Dialogue.** VPC will continue to expand its efforts to include G&D in country dialogues. To support this effort, SCL/GDI will increase its direct support to country representatives and country office teams, through the country focal points (see footnote 12). VPC and SCL/GDI will also build upon the 2021 G&D

country toolkit²⁸ pilot to make available tailor-made content based on G&D strategic opportunities and needs in the country, including country-specific G&D data, and to help increase the level of country demand. The aim is to create at least one G&D toolkit for each of the 26 IDBG Country Offices (COFs) in borrowing member countries during the GDAP period.

- 2.15 **Preparation of CS.** VPC will also continue to include a focus on gender and diversity (G&D) in the overview presentation prepared for use in the country dialogue. Based on the country dialogue and the CDC, VPC will address G&D in the CS document, as relevant, for both public and private sector challenges. By 2025, 100% of CS completed will include a focus on G&D in at least one of their strategic priority areas, which is considered the minimum standard.²⁹ The IDBG will also expand the number of its CSs that more thoroughly mainstream G&D in two or more of the CS priority areas.
- 2.16 **CDC and CS Quality and Risk Review.** As part of the broader efforts to ensure the inclusion of G&D in all CDCs and CSs, SCL/GDI, via the SCL/SCL, will review and validate the level of attention to G&D in all Quality and Risk Review (QRR) meetings for CDCs and CSs prepared during the GDAP period (see [Annex IV](#) for details of the validation criteria).
- 2.17 **CS Monitoring and Programming.** During the GDAP period, IDBG country offices will increase the level of attention to operations that support G&D in annual country portfolio reviews and Country Program Documents (CPDs). CPDs will continue to include preliminary information on operations that lend themselves to gender and/or diversity strategic alignment, including direct investment stand-alone operations, direct investment components, or mainstreaming (see Section III for further discussion on these types of operations).

C. Regional/Sector Policy Dialogues

- 2.18 To complement the engagement with policymakers and other Bank clients, the IDBG will continue to actively engage public officials and private sector partners in policy dialogues.³⁰ The main vehicle in the IDB for these dialogues is the VPS Regional Policy Dialogue (RPD) initiative, which is comprised of 21 regional networks, including one on G&D.
- 2.19 The IDB will conduct at least six stand-alone RPD meetings on G&D over the four years of the GDAP period, to disseminated knowledge and good practices and explore opportunities for a stronger intersectional focus of the policy discussion. In addition, each year, VPS divisions will aim to increase the number of RPD meetings with other sector networks that explicitly address G&D issues relevant to that sector, with a minimum target of three per year.
- 2.20 In partnership with the IDB, IDBI will conduct one high-level panel per year to disseminate good practices to promote the inclusion of IP, AD, PWD and LGBTQ+

²⁸ Toolkits will provide a variety of inputs, including G&D country portfolio reviews, identification of opportunities for direct investment, good practice project examples, country-specific data, and capacity building events for COF staff

²⁹ The minimum standard for G&D inclusion in CDCs and CSs requires a country level analysis of gender or diversity gaps/priority issues and policy recommendations or actions for at least one of the development challenge areas (in the case of CDCs) and at least strategic priority area (for CS).

³⁰ Policy dialogues may include stakeholders from ConSoc civil society networks.

individuals within the workforce, and access to financing and markets for diverse entrepreneurs.

- 2.21 The IDBG will also foster dialogue on G&D in existing IDBG fora and networks, by sharing global best practices and promoting possible G&D investments opportunities. This will take place during, for example, IDB Invest's annual sustainability week and the IDB Invest–IDB Lab fund manager conference. IDB Lab and IDB Invest will also continue to engage with corporate networks in the finance sector working on gender, diversity, environmental and social governance, which help to shape national agendas for investment.

D. Communications

- 2.22 During the GDAP period, the IDBG will develop and implement a series of coordinated communications initiatives that convey its commitment to G&D. The broad dissemination of IDBG G&D knowledge, data products, tools, and best-practices will constitute a central pillar of these initiatives.
- 2.23 The IDB will develop and implement annual G&D communications plans, led by SCL/GDI and coordinated with IDB Knowledge, Innovation and Communication (KIC) Sector, with tailor-made messages for internal and external audiences (including employees, policy makers, companies, nonprofit organizations, civil society, media, and the public). The communication actions derived from these plans foster coordinated messaging across sectors and regions.
- 2.24 IDB Invest will develop a communication plan focused on private sector audiences to increase awareness on G&D, with a focus on diversity and inclusion. This plan will be carried out in partnership with the IDB, and specifically KIC to ensure alignment across the Group messages.
- 2.25 The IDBG will create a thought leadership strategy with key messages for upper management and leaders of the Bank Group to demonstrate expertise in G&D issues, as well as to position the IDBG as an expert supporting a G&D focus on public policy and operations among the multilateral development banks.
- 2.26 The Bank Group will also continue to promote visibility of G&D focused solutions through a dissemination strategy that includes internal and external events and webinars. In addition, it will increase the number of experts who are women and from DPG featured in media interviews, op-eds, blogs, and in the Bank's social media content and digital platforms.
- 2.27 Another priority is increasing traffic to and optimizing engagement with G&D focused communications channels, including the IDBG's G&D portal, SCL/GDI's blogs, as well as G&D content published in other sector divisions' blogs and pod casts (e.g., *Mobilidad Diversa* and *Genero e Ciudades*).
- 2.28 The IDB will establish a metrics dashboard (currently under development) that will serve as a "live platform" and be updated each year according to the annual communications plan. It will include the following indicators to track knowledge generation and data: (i) number of gender- and diversity-specific dissemination initiatives executed through IDB's social media channels and blogs; (ii) results of these initiatives such as reach, engagement, and return on investment (ROI); (iii) number of gender- and diversity-specific news, stories, interviews, and op-eds placed in key traditional media; and (iv) number of publications with a focus on gender and/or diversity content that facilitates the measurement and evaluation of

communication actions across the Bank in owned media and earned media (including traditional and digital media).

- 2.29 IDB Invest will also track the use of its communications and the G&D tools it develops through downloads on the IDB Invest website, and views of IDB Invest social media communications channels, and the “*Sustainable Businesses/Negocios Sostenibles*” blog.

E. Capacity Building, the IDBG and Counterparts

- 2.30 The IDBG’s renewed focus on G&D for greater results calls for strengthening the capacity of the IDBG and project executing agencies and clients to: (i) incorporate G&D into project design (in both investment and policy-based operations; (ii) implement gender- and diversity-specific actions; and (iii) monitor and evaluate G&D results.
- 2.31 Internally, capacity building will foster the direct participation of all VPC and VPS, including their G&D focal points,³¹ and close collaboration with KIC in learning processes. In addition to traditional training activities described below, capacity building will also include opportunities to reflect on best practices using exchange tools such as KIC’s FindIt repository of project experiences.
- 2.32 Through the Bank’s Operational Learning Program, KIC will offer learning events for VPS and VPC staff and consultants, designed in collaboration with SCL/GDI and the Strategic Planning and Development Effectiveness Office (SPD), to complement the new strategic alignment validation process (see Section III).
- 2.33 Key capacity building initiatives for within the IDBG include:
- (i) **The ABCs of gender and diversity mainstreaming, and direct investment** will be launched in 2022 on the IDBG Operational Learning Program platform, targeted to operational staff (it is mandatory for all operational staff in VPS and VPC). The course will be available to all IDBG staff, consultants, and regional counterparts.
 - (ii) **A training module on achieving gender and diversity results** will be launched in 2024 and will share lessons learned from Bank-wide efforts to improve the achievement, monitoring, and reporting of results. This module will be designed and piloted with specific divisions and will inform efforts to integrate G&D into other IDBG courses related to project execution.
 - (iii) **Sector-specific learning events** will be organized each year of the GDAP period to share or co-construct good practices, and present new evidence or research that can inform IDBG operational and country staff (a minimum of 4 events annually). They will focus on priority areas outlined in the GDAP areas of action (see Section III or [Annex III](#)) and will be led or co-led by specific VPS operational divisions, with support from KIC and SCL/GDI, as needed. When relevant, these events will include IDB Lab and IDB Invest staff.
 - (iv) **Country-specific IDBG learning events** will be offered to VPC and country offices, to national counterparts and IDB, IDB Invest and IDB Lab participants

³¹ VPS division focal points provide support to their division project teams on G&D mainstreaming; consolidate sector specific G&D information/work; act as the primary point of contact for their coordinating and reporting on division-level contributions to the gender and diversity action plans.

as part of support provided through country toolkits discussed in Section II.B. It will be co-led by VPC and COFs, with support from SCL/GDI and KIC.

- (v) **IDB Invest will continue to organize seminars dedicated to all IDB Invest staff** focusing on conducting gender and diversity analysis, identifying G&D opportunities, and documenting the business case.
 - (vi) **Operational tools will be designed to facilitate the rapid inclusion of G&D issues in IDBG emergency and disaster response.** The development of these tools will be spearheaded by SCL/GDI and involve several key VPS operational divisions (e.g., CSD/RND, SCL/SPH, IFD/CMF and IFD/FMM, among others). Tools will be made available on-line starting in 2024 and will emphasize emergency and disaster planning, management, and equitable recovery. Dissemination efforts will include all three windows of the IDGB.
- 2.34 Targeted capacity building for executing agencies will focus primarily on data, monitoring, and evaluation, as well as other needs and demands articulated by clients. It will be provided through the institutional capacity building components of financial operations, as well as country-specific client and/or operational support TCs. Specific methodologies and guidelines will also be developed for entrepreneurs and IDB Lab clients to improve data collection and quality of client and user data. Regional TCs to support IDBG data groups will also include specific funding for executing agency training in G&D.
- 2.35 Capacity building efforts will include strengthening and expanding the Bank's stock of expertise on G&D by increasing staff presence and consultants in country offices. The SCL/GDI team would need to expand by approximately 13 full-time people before the end of the GDAP period from a December 2021 baseline of 15 staff (one-third based in country offices) and 15 full-time consultants. This G&D personnel increase will provide the technical knowledge and support required to meet the ambitious targets the Bank has set for G&D, and to ensure the achievement of GRRs and DRRs in project execution. The integral implementation of the GDAP is contingent on the Board of Directors approving these additional resources in IDBG's annual budget exercises. By the end of the GDAP period, GDI expects to place fifty-five percent of its staff in the country offices with the largest number of operations in the Bank's lending portfolio.

III. IDBG PROJECTS THAT SUPPORT GENDER AND DIVERSITY

- 3.1 The IDBG will continue to expand the quality and quantity of its financial operations that support gender and/or diversity. These operations are projects that are strategically aligned with G&D, either through mainstreaming or direct investment.
- 3.2 During the GDAP period, the IDBG will: (i) support G&D across multiple areas of action for operational work that combine regional and Bank priorities, as well as areas of IDBG's comparative advantage; (ii) increase the quality of Bank Group's operations that mainstream gender and/or diversity actions and results and use technical cooperation resources strategically to support this agenda; and (iii) develop more gender- and diversity-focused (direct investment) operations.³²

³² Loans, equity, guarantees, investment grants, and TCs.

A. Gender and Diversity Areas of Action

3.3. As cross-cutting themes, there is a wide range of G&D issues across sectors that are critical to the IDBG mandate of improving lives. To help focus the IDBG's G&D work in this area, G&D areas of action are presented in this GDAP that reflect current priorities based on data and evidence from the region, country demands, as well as emerging issues in the LAC region. They are informed by the areas of opportunity presented in the Supplemental Document on Gender and Diversity Equity, as well as other key sources, including: (i) Sector Framework Documents (SFDs), including the Gender and Diversity SFD, which provide evidence on promising areas to close development gaps; (ii) operational and analytical work already developed by the IDBG and counterparts; and (iii) areas of interest of the IDBG's client countries identified through policy dialogues. IDB Lab's areas of action reflect its core areas of expertise and work based on its recently approved business plan, and IDB Invest's areas of action are aligned with its 2022 updated Business Plan and their internal Gender, Diversity, and Inclusion Strategic Roadmap. These areas of action are meant to serve as a guide, and do not preclude IDBG support to address other priority areas specifically requested by IDBG borrowing member countries.

3.4. **Priority thematic areas.** The G&D areas of action outlined for 2022-2025 are organized under the following thematic areas: (i) Improving Human Capital; (ii) Improving Economic Opportunities; and (iii) Agency and Voice. The issues addressed within these thematic areas, which, in some cases, cut across more than one of these thematic areas, are summarized below. Specific issues associated with intersecting G&D identities (intersectionality) will be addressed within these areas of action and will be shaped by the specific context of the target population and availability of disaggregated data.

1. IDB gender and diversity areas of action

3.5. The IDB operational divisions in VPS defined areas of action that encompass all three of the priority thematic areas listed in 3.4, as well as the institutional capacity and climate change cross-cutting issues, and COVID-19 response (see [Annex III](#) for a detailed list, by sector division).

3.6. **Improving human capital.** VPS Sector Divisions will seek opportunities to support: (i) education of women/girls in science, technology, engineering, and mathematics (STEM) and other emerging fields; (ii) technical and vocational education/training for women in non-traditional and expanding sectors/industries, including green jobs; (iii) increasing access to education for DPG, through intercultural and bilingual education, and PWD-inclusion education/training, among others; (iv) strengthening digital skills of DPG to reduce the digital gap; (v) combating stereotypes and discrimination in education and career choices based on race, ethnicity, disability and sexual orientation and gender identity (SOGI); (vi) promoting healthy behaviors and use of maternal, women's and child health care services; (vii) preventing non-communicable diseases based on a gender analysis of risk factors; (viii) preventing teenage pregnancy; and (ix) ensuring access to sexual and reproductive health care.

3.7. **Improving economic opportunities.** VPS Sector Divisions will also pursue opportunities to: (i) promote the use of effective approaches for increasing women's access to formal sector, high-quality jobs across sectors; (ii) increase labor market inclusion of IP, AD, PWD and LGBTQ+ persons in the public and

- private sectors; (iii) provide access to digital technology and solutions for women, IP, AD, PWD and LGBTQ+; (iv) support the development and professionalization of care services, with strong public-private alliances; (v) promote co-responsibly and equitable distribution of care tasks within households; (vi) strengthen gender equality in institutions, including non-discrimination, equal pay, and parental leave; (vii) support gender- and diversity-sensitive public procurement and budgets; (viii) support business development and financial inclusion of micro, small and medium enterprises (MSME) led or owned by women, IP, AD, PWD and LGBTQ+; (ix) support economic opportunities for migrant women in migrant recipient countries; (x) promote the use of modern fuels for cooking that reduce work burdens of women/girls; (xi) expand women's and DPG's access to housing services, credit, and titles; (xii) promote women's and DPG's access to agricultural extension services, technology and land titles; (xiii) improve access to social security and savings for elderly women; (xiv) support the development of gender-responsive, safe, inclusive, and universally accessible urban public spaces, infrastructure, and services; (xv) adapt the transport system's infrastructure, services, and institutional frameworks to address gender-differentiated mobility needs; (xvi) promote gender-responsive e-governance; and (xvii) promote market access and increase women-led SMEs' participation in regional value chains.
- 3.8. **Improving agency and voice.** VPS Sector Divisions will seek opportunities to support the: (i) promotion of women in leadership positions and decision-making at multiple levels and in multiple sectors; (ii) development of positive masculinities; (iii) expansion of the DPG rights and participation in the decision-making process in the private and public sectors; (iv) implementation of open government plans with G&D mainstreaming; (v) prevention, response and prosecution of SGBV and violence against DPG, in both domestic and public spaces such as transport systems, as well as exploitation of local or migrant women and girls linked to sexual tourism and precarious working conditions; and (vi) prevention, detection, and prosecution of internal and transnational human trafficking against women and DPG, including a specific focus on LGBTQ+ persons.
- 3.9. IDB G&D areas of action **also** focus on **creating or strengthening G&D institutional capacity** include: (i) improving G&D data and mainstreaming capacity within public institutions; (ii) strengthening the capacity of national and subnational agencies responsible for G&D; (iii) promoting the analysis of legislation with a focus on diversity and the development of legal frameworks that strengthen the rights of DPG (see [Annex II](#) for diversity legislation); (iv) promoting gender- and diversity-sensitive transparency and accountability policies within the public sector; (v) promoting gender and diversity-specific public expenditures and budgeting; (vi) improving knowledge on the intersection between gender and migration issues; and (vii) promoting the use of G&D analysis tools in public sector evaluation systems.
- 3.10. Several areas of action propose mainstreaming a focus on **G&D into actions that address climate change**, including: (i) improving the capabilities of women and men and diverse population groups to participate in climate change mitigation, adaptation, and resilience; (ii) promoting the participation of women, IP, AD, PWD and LGBTQ+ in the decision-making process of the climate change agenda; (iii) encouraging gender and diversity-sensitive solutions and financing to promote sustainable, resilient, and healthy urban environments; and (iv) promoting the

recognition of IP and AD territories to preserve the cultural and environmental value of these areas, and protect natural capital.

- 3.11 Finally, VPS Sector Divisions that continue to prepare **COVID 19 recovery operations** will include support for G&D, to address issues such as job recovery, financial needs of MSME led or owned by women and support for urban households. Building on the lessons learned from the COVID-19 pandemic, it will be important to strengthen key systems, for example those preventing and responding to SGBV, so that member countries can adequately include a focus on G&D in the response to future crises. In addition, specific attention will be given to: (i) promoting reform processes to improve emergency readiness and resilience with the inclusion of IP, AD, PWD and LGBTQ+; and (ii) applying innovation to support the inclusion and well-being of children with disabilities during and beyond COVID-19 through a technology-based strategy.

2. IDB Lab Gender and Diversity Areas of Action

- 3.12 IDB Lab G&D areas of action focus primarily on improving economic opportunities, with a secondary focus on human capital development for women and diversity groups and that contributes to closing digital and technology gaps (see Table 1).

Table 1. IDB Lab Gender and Diversity Areas of Action and Priority Thematic Areas

IDB Lab Areas of Action	Priority Thematic Areas
1. Address G&D gaps in new goods and services, and business models enabled by blockchain, AI, and other digital technologies.	Improving Economic Opportunities
2. Address G&D gaps among the poor, vulnerable and excluded populations throughout their lifetimes, with an emphasis on intersectionality between diversity and vulnerability.	Improving economic opportunities and human capital development
3. Address gender- and diversity-specific barriers to access, biases, or gaps in new or emerging technologies or industries (e.g., gig-economy, and new modalities of labor, new digital education platforms, innovative approaches to essential services, such as water and mobility).	Improving economic opportunities and human capital development
4. Promote standards and practices that will help eliminate G&D discrimination in the innovation, finance, and entrepreneurial ecosystems.	Improving economic opportunities

- 3.13 **IDB Invest Gender and Diversity Areas of Action** also prioritize improving economic opportunities for women, IP, AD, PWD and LGTBQ+ persons. Through support for leadership of women and diverse groups in the private sector, IDB Invest will also continue to address issues of agency and voice. Finally, strengthening the capacity of companies to promote gender equity, diversity and inclusion cut across several of the areas of action (see Table 2).

Table 2. IDB Invest G&D areas of action and priority thematic areas

IDB Invest Areas of Action³³ IDB Invest will create capacity and work with the private sector to:	Priority Thematic Areas
1. Create more employment opportunities in the formal sector for women and diverse groups to access employment with a focus on STEM, green jobs, and jobs of the future	Improving Economic Opportunities
2. Increase access to finance for women and diverse groups through financial product/services, financial incentives, and financing of action plans.	Improving Economic Opportunities
3. Promote opportunities for women and diversity groups to reach positions of leadership in the private sector.	Agency and Voice
4. Establish gender- and diversity- inclusive work environments	Improving Economic Opportunities
5. Increase access to market for companies owned/led by women and diverse groups by linking to corporate value chains	Improving Economic Opportunities

- 3.14 With the objective of incentivizing more private sector clients to accelerate their support for G&D, IDB Invest will also focus, through both financial and non-financial products, on incorporating performance-based financial incentives more intensively into IDBI transactions to encourage clients to implement G&D initiatives and/or increase the access for women/diverse suppliers and entrepreneurs. For example, contractually triggering margin/spread step-downs on the blended finance component of an IDBI transaction, upon completion of G&D milestones such as the roll-out or completion of G&D action plans, increasing purchases from women-owned/led suppliers, offering STEM internships to female students and diverse groups, and deployment of on-site infrastructure that benefits working mothers.

B. Mainstreaming Gender and Diversity in Project Design

- 3.15 The main vehicle for supporting G&D through IDBG operations is mainstreaming into project design. Projects that mainstream G&D are considered to have strategic alignment with the Institutional Strategy's G&D cross-cutting theme at entry (GSA and DSA).
- 3.16 To advance both the quantity and quality of projects that mainstream G&D, the IDB will undertake the following activities during GDAP period, from SCL/GDI in collaboration with the VPS divisions and SPD.
- 3.17 **Annual screening of 100% of IDBG project pipeline.** VPS will continue to undertake annual prescreening of 100% of the IDB project pipeline 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 provide feedback and make technical support available to project teams as early in the project preparation process as possible. Likewise, IDB Lab reviews each project presented for "pitch" for gender alignment and will implement a similar approach for diversity starting in the second half of 2022.
- 3.18 **Conducting gender and diversity analysis as part of the preparation of all IDBG projects.** During the GDAP period, the IDBG will establish G&D analysis

³³ IDB Invest 2.0 includes a specific working group to increase G&D impact and ambition for IDBI transactions.

screening mechanisms;³⁴ the results of the G&D analysis will inform the preparation of its projects (see [Annex IV](#) for the IDB's analysis questions). For the IDB and IDB Lab, this analysis will be conducted for 100% of the projects under consideration for approval by 2024, including those that do not qualify for gender or diversity strategic alignment. IDB Invest will develop a screening tool and pursue analysis of 50% of private sector projects, conditioned on the availability of funding. The mechanism employed will ensure a strong G&D screening function across the IDB Group, while also allowing for variations to accommodate different clients, instruments, and business models of the IDB, IDB Invest, and IDB Lab.

- 3.19 **Increasing direct technical support for mainstreaming during IDB project preparation.** VPS operational divisions and VPC country departments/ country offices will continue to identify and strengthen agreements on projects that need technical support beginning in the screening process described above. Priorities for technical support will favor projects at earlier stages of preparation to ensure adequate time to conduct analysis and discuss G&D issues with national counterparts. However, technical support can be provided at any stage of the project cycle, including during project execution (see below).
- 3.20 Technical support will be provided both by SCL/GDI staff and consultants in IDB headquarters and in country offices, where they are available, and through short-term, in-country consultants hired for project preparation. In a growing number of cases, mainstreaming is supported directly by VPS division G&D focal points, or other project team members that have accumulated knowledge and experience on G&D.
- 3.21 **Strategic alignment and direct investment capacity building in the IDB.** As mentioned in the section on capacity building above, SCL/GDI, in collaboration with SPD/SDV, will continue to offer training to VPS and VPC divisions on criteria for strategic alignment, both through G&D mainstreaming and direct investments. This will include the use of consistent standards for the analysis of G&D in operations, and the separate analysis of G&D by diverse population group.
- 3.22 **IDB Operational Excellence Agenda (OEA) Pilot and Gender and Diversity** (project preparation and design). The OEA has launched a pilot process to improve the procedures for preparing SG operations. The purpose of the pilot is to test changes that may lead to better project design, stronger alignment to institutional priorities (including Gender and Diversity) and more empowered project teams. To ensure quality G&D mainstreaming in project preparation, opportunities for mainstreaming will be prioritized based on country ownership, which takes into consideration the needs and preferences of countries to achieve quality results throughout execution. SCL/GDI will work with the OEA pilot team during the 2022 tests, and will meet at least every four-months, or as needed, to ensure that diversity and gender are being included in operations and prioritized.
- 3.23 **IDB Lab will continue to consolidate its efforts to include of G&D in the design of its projects** throughout the GDAP period. Mainstreaming G&D is a shared responsibility across different parts of IDB Lab. First, the project “pitch” committee, which decides on eligibility of all projects, is responsible for evaluating project “pitches” for their G&D contributions and provides project teams with

³⁴ The best mechanisms for recording the information will be defined during 2022 (for example, for the IDB, using the Bank's current project information system, Convergence).

guidance on how to address G&D during preparation. After eligibility is granted, project team members are responsible for project design, including mainstreaming G&D aspects (IDB Lab does not have any dedicated G&D personnel). They are assisted by the IDB Invest Development Effectiveness Division (DVF), who provide technical support to teams as part of a Service Level Agreement (SLA). Before approval, DVF also scores all projects on their expected contributions in G&D. During execution, implementation team leaders oversee each project's G&D impacts as part of the project's M&E activities. Finally, The IDB Lab G&D "circle", a voluntary, self-managed group of specialists with G&D experience, will continue to serve as a forum to discuss G&D initiatives at IDB Lab and be a resource available to project teams.

- 3.24 **IDB Invest will address gender and diversity at origination and in design**, by integrating G&D as either a direct project outcome or through financial and non-financial additionality, according to the results of the ex-ante assessment (using the Delta impact scoring tool). IDB Invest's small team of G&D advisory officers, screens for potential G&D opportunities and, when material to the client, designs a specific G&D component that addresses a specific gap. This is done in one of two ways, either by providing support for the execution of the transaction (i.e., capacity building) or creating a specific offer for women or diverse groups. Increases in technical support for IDB Invest project teams and clients will be informed by decisions on their overall levels of IDB Invest funding going forward.

C. Development of Gender and Diversity-focused Operations (direct investments)

- 3.25 A cornerstone of the IDBG's renewed approach to G&D is expanding its pipeline of direct investments in G&D, both as stand-alone operations (loans, equity, guarantees, investment grants, and TCs) and as full components in IDB sectoral loans and investments.³⁵ These projects and project components do not replace, but complement the progress achieved through G&D mainstreaming. Throughout the period of the GDAP, the IDBG will increase its G&D direct investments, primarily through the explicit focus on G&D in country and private sector dialogues and programming and other actions aimed at improving the enabling environment for G&D policies and programs addressed in Section II, above. In addition, VPC defined, in collaboration with SCL/GDI, annual targets for new stand-alone G&D projects in the IDBG pipeline (see [Annex I](#)).
- 3.26 IDBG will proactively pursue opportunities for direct investments through both policy-based and investment financial instruments. To increase the portfolio of G&D direct investment lending, the target for new stand-alone G&D projects in the IDBG pipeline is four for the first two years of the GDAP and five for 2024 and 2025; this more than doubles the rate observed during previous periods of the GAP and DAP. At least two of these operations will incorporate diversity for at least one diverse peoples or population group. This process will take into account investment loans, but also all lending operations including Policy Based Loans or Policy Based Programs (PBL/PBP), Loans Based in Results (PBRs in Spanish), and Global Credit Loans (GCL).

³⁵ Direct investment components are limited to IDB operations given that IDB Lab and IDB Invest projects are not organized by components. However, IDB Lab and Invest have used a direct classification system that is explained in paragraph 1.11.

- 3.27 IDB Invest will build on its positive experience using incentives to accelerate gender equality and to increase access to financing and employment for diverse population groups.
- 3.28 Annual reporting on direct investments will include the total volume (in US dollars) of stand-alone operations (including loans, IGRs, TCs, guarantees, etc.), as well as direct investments components in SG projects over US\$3 million.³⁶

D. Focusing TC Support and Creating New Financial Instruments

- 3.29 **TC Support for Gender and Diversity.** TC resources play a key role in reaching higher G&D alignment targets and expanding the portfolio of gender- and diversity-focused operations. TCs will focus on the three thematic areas outlined in Section III.A. (improving human capacity, economic opportunities and agency and voice) for women and diverse populations groups, especially in sectors where they have been traditionally underrepresented. Support for the generation of more and better data and evidence on G&D solutions at the country level, technical support for G&D mainstreaming and direct investment opportunities will be considered, among other factors, in the process of allocating resources to TC proposals (given the overall resources allocated for TC, where the Board defines the envelope).
- 3.30 Management will work towards ensuring achievement of targets for TCs agreed to with the Board of Executive Directors that are strategically aligned with G&D, 50% for gender and 18% diversity;³⁷ these represent a considerable share of the portfolio in 2022 and will increase over time to contribute to higher institutional targets. The validation process for TC G&D alignment will be based on data reported by project team leaders in Convergence, and guided by a TC validation checklist prepared in 2022 by ORP/GCM, SCL/GDI and SPD/SPD (see [Annex IV](#)).
- 3.31 **Gender and Diversity Facility.** To expand the breadth and the depth of the IDBG's work on G&D, the IDBG will create a financial instrument to mobilize resources for G&D. There is no similar facility that addresses a broader set of G&D issues, which it will be aligned with the IDBG G&D priority areas of action, and it will include specific support to strengthen country capacity to address G&D. The IDBG will differentiate this financial instrument, by: (i) focusing on a broad set of critical issues in the areas of G&D described in the GDAP G&D areas of action (see Section III.A. above); (ii) being open to all IDBG borrowing member countries in Latin America and the Caribbean; (iii) blending grant resources with loans, supported by technical assistance, both for mainstreaming and direct investment; (iv) offering the option of results-based financing with a technical assistance component to create long-term sustainability and inclusion strategies for G&D; (v) fostering more depth in G&D alignment in operations; and (vi) contributing to knowledge and data generation.
- 3.32 During 2022, the IDBG will develop a detailed technical proposal for this instrument, including financial and operational aspects. Together with ORP, a mapping exercise to identify potential donors and an outreach strategy are being developed. Once the interests from donors for potential contributions are confirmed, ORP will work in close coordination with IDB Invest, technical teams,

³⁶ PBLs with gender and/or diversity components will be considered projects with direct investment components. However, annual total of direct investment will not include the dollar amount for these components since PBL budgets are not divided by component.

³⁷ See Proposal of Allocation of OC Resources 2022.

the Legal Department, and other relevant units of the IDBG to channel and materialize donor contributions.³⁸ The IDBG will aim to have the financial instrument in place in 2023.

- 3.33 **Diversify Initiative.** IDB Lab will complement the IDBG approach outlined above by using innovation as a tool to address emerging G&D gaps in new markets and areas, as part of its Diversify Initiative. The initiative, which would include the deployment of venture finance, early-stage experimental finance, as well as bespoke “grand challenges” and other innovation industry instruments, will address the IDB Lab G&D areas of action (see Table 1, ¶3.12). The Diversify initiative will serve as a mechanism to accelerate G&D direct investment, and to focus the knowledge and connection products, such as WeXchange, the region’s main forum for women entrepreneurs in STEM.³⁹

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

- 4.1 During the period of the GDAP, the IDBG will strengthen its focus on G&D results, including improved monitoring and supervision of projects that include gender- and diversity-specific actions and results (those that mainstream and those that directly invest in G&D).
- 4.2 The IDB will strengthen the support during project execution, in accordance with the OEA and through the following actions: **Increase technical support and supervision to facilitate** the achievement and reporting on GRRs and DRRs. The Bank will expand the availability of technical support to strategically selected projects across sectors annually (approximately 60 loan operations per year for G&D) via gender and diversity consultants, SCL/GDI staff, and consultants hired with project supervision resources. This technical support will target priorities established by the project team and executing agency associated with the project execution plans.
- 4.3 **Explicit inclusion of gender and diversity actions and results in key project execution instruments and tools.** Project team leaders should include G&D specific activities in project pluriannual execution plans (PEPs) and Annual Operational Plans (POAs), with the corresponding budget. These activities will also be given more explicit attention in project supervision plans, including site visits with executing agencies and beneficiaries. Other key entry points for G&D in project execution include: (i) the preparation of bidding documents; and (iii) capacity building activities. G&D inclusion across these instruments and tools will be a key focus of the technical support project (see [Annex IV](#) for further discussion).
- 4.4 **The Operational Excellence Agenda (OEA) seeks to foster the development effectiveness of the Bank's operations by addressing the critical factors correlated with project success.** To achieve this, the OEA strengthens the preparation process and improves project implementation by providing comprehensive portfolio guidance. The agenda is defining concrete proposals to improve roles and responsibilities, procedures, tools, and methodologies used in

³⁸ It is not anticipated that the Bank will request Ordinary Capital for this facility.

³⁹ IDB Lab will produce an action plan as part of the Diversity initiative that identifies key areas of investment, knowledge and connections products that are relevant for the early-stage ecosystem.

project execution and closure. Within these proposals, SCL/GDI and SPD will continue to work on aspects that are particularly relevant for G&D project results.

- 4.5 **G&D mainstreaming in new project management meetings.** As part the OEA, several new project management meetings will be created at specific moments during the kick-off, mid-term and closing stages of the project. SCL/GDI will leverage its participation, at least, at the kick-off review meeting and the mid-term results monitoring meeting. The kick-off review meeting provides the opportunity to update and validate the GRRs and DRRs in the project results matrix prior to starting execution, it sets the pace for the operation and deploys the necessary resources. The mid-term results monitoring meeting allows for tracking changes in GRRs and DRRs during project execution, as well as ensuring data availability for G&D outputs and results. Any results of these exercises related to G&D mainstreaming and results will be integrated into the guidelines on operations that support G&D ([Annex IV](#)).
- 4.6 **Include GRRs and DDRs in revised PMR.** Systematic reporting on GRRs and DRRs during the PMR increases awareness of project teams on what classifies as a GRR and DRR. So does the use of the PMR system's "Pro-Gender Flag" and "Pro-Ethnicity Flag".
- 4.7 **Report on the achievement of gender and diversity-related results in Project Completion Reports.** The PCR remains the key document for registering project outcomes and lessons learned from project implementation. With more projects that support gender equality and diversity reaching the stage of completion over the 2022-2025 GDAP period, it is important to collect and analyze information on the achievement of GRRs and their targets included in project design. Project teams provide greater information on the effectiveness and attribution of GRRs and DRRs, when possible. SCL/GDI will continue to review annually the level of achievement of the GRRs and DRRs included in the project's original project design and reported on in PCRs, including any information on the attribution of the results to project's actions and lessons learned included.
- 4.8 IDB Lab's supervision instruments track and evaluate the success and failure of G&D projects and initiatives, as well as the growth and scaling⁴⁰ of G&D projects. IDB Lab supports early-stage projects that are "upstream" in comparison to IDB and IDB Invest projects, and therefore, the management of G&D issues during project execution also reflects this experimental nature of its business. As such, IDB Lab can accept a higher level of failure inherent to the experimentation process, in the interest of generating lessons learned. Still, **IDB Lab expects a significant percentage of projects to be scaled up**, including through projects prepared by the IDB and follow-on investments by IDB Invest.
- 4.9 **IDB Lab will continue to update G&D data into its main tracking instrument every six months.** In addition, IDB Lab will report on select year-end results with the help of an impact survey sent to all clients in January each year. IDB Lab will also continue to update its iDELTA scores during implementation, including the G&D component of this score, to help identify G&D failures and successes. IDB

⁴⁰ Projects are deemed to have scaled-up if the project's innovations (e.g., a new business models or technology) are adopted by third-parties, public or private, or if these innovations are expanded on by the project's executing unit or client company in different sectors, geographies, or for different clients than those identified in the project.

Lab will report on G&D project results annually to its Donor Committee and will continue to report these data as part of the IDBG CRF.

4.10 IDB Invest will continue to monitor and evaluate the expected G&D development outcomes leveraging on its Impact Management Framework.

Transactions are monitored through the life of the loan using the results matrix and, for transactions where the client committed to a specific gender action plan, through the gender action plan document. As part of its supervision processes, IDB Invest tracks G&D outcomes on an annual basis and updates the Delta score, accordingly. The G&D categories in the Delta score allow for a quick identification of projects in the portfolio that contribute to gender and/or diverse populations. In addition, when a project reaches maturity, the XSR is the key document for reporting on the overall achievement of project outcomes and lessons learned from implementation and reports on G&D results, when applicable. IDB Invest will continue to provide technical assistance to clients to strengthen monitoring and evaluation capabilities, such as implementing data collection systems that incorporate G&D indicators.

V. REFINEMENT OF INTERNAL IDBG INCENTIVE STRUCTURE

- 5.1 As mentioned in the Supplemental Document on Gender and Diversity Equity, the implementation of the actions that encompass a strengthened agenda on G&D require a strong internal structure, including incentives as well as the deployment the needed human and financial resources.
- 5.2 The IDBG will continue to strengthen its internal network of gender and diversity focal points, which plays a vital role in the coordination, implementation and reporting on G&D across Bank departments and divisions. This has included the refinement and expansion of terms of reference for focal points and working with division chiefs to tailor terms of reference to meet knowledge or operational gaps. During the period of the GDAP, this network will expand to include G&D focal points in all country offices, and more broadly across IDB Lab and IDB Invest.
- 5.3 During the first year of implementation of this GDAP, mainly through internal reallocation of resources, SCL will increase by two units the number of SCL/GDI national specialists in country offices, strategically placing them according to SCL/GDI's work program and more pressing needs. Moving forward, the IDB will require additional human and financial resources to implement this GDAP and will consider the required resources to cover identified gaps in the context of the Program and Budget Proposal. This will allow for a gradual increase in the number of gender and diversity specialists (staff and consultants) and ensure that a larger share of them is deployed to country offices. Currently, SCL/GDI staff collaborate with IDB Lab and IDB Invest in a range of activities (such as a regional program on women's entrepreneurship, funding for access to capital for diverse population groups, the Gender Parity Accelerators, publications, toolkits, and others) and the expansion of the team will allow to multiply such synergies. Implementation of certain aspects of the GDAP will be contingent on the approval of these additional resources.
- 5.4 IDB and IDB Invest management will undertake a review of work plans to ensure consistency with the new goals laid out above, and proactively work with teams across the IDBG to ensure that performance incentives reflect the work on G&D.

- 5.5 Performance incentives have been incorporated into the IDBG performance review system (Career point). Goals and targets associated with the following areas currently cascade from upper management down to the individual employee's management: CDCs and CSs that include a focus on G&D, projects that support gender equality, projects that support diversity and, new in 2022, G&D direct investment projects included in the IDBG pipeline annually. These goals and targets will be maintained throughout the GDAP period and reflect the more ambitious targets established in the GDAP results matrix.
- 5.6 As an incentive to achieve greater balance in its support for diversity populations, the IDB has established differentiated targets for operations that support each of the four priority populations. These are reflected in the Results Matrix of the GDAP (see [Annex I](#)).
- 5.7 The annual G&D Diversity, Equity, and Inclusion Awards, recognizing teams and champions, overseen by the Bank's Diversity and Inclusion Advisory Group led by the Executive Vice President's Office, will continue as another incentive, recognizing each year exemplary G&D work in COFs and HQ.
- 5.8 The GDAP is the key instrument for translating the IDB Group (IDBG) commitments to gender equality and diversity into concrete action. This combined GDAP will improve consistent reporting to facilitate more even progress on our G&D targets.