



GENDER EQUALITY POLICY AND OPERATIONAL STRATEGY 2008





CARIBBEAN DEVELOPMENT BANK

GENDER EQUALITY POLICY AND OPERATIONAL STRATEGY

NOVEMBER 2008

ABBREVIATIONS

| | |
|----------|---|
| AWP&B | Annual Work Plan and Budget |
| BGEC | Bank Gender Equality Champion |
| BMC | Borrowing Member Country |
| BNTF | Basic Needs Trust Fund |
| BOD | Board of Directors |
| CARICOM | Caribbean Community |
| CDB | Caribbean Development Bank |
| CPA | Country Poverty Assessment |
| CPI | Continuous Performance Improvement |
| CSP | Country Strategy Paper |
| EO | Expected Outcomes |
| EOV | Evaluation and Oversight Division |
| GE | Gender Equality |
| GEA | Gender Equality Advisor |
| GEPOS | Gender Equality Policy and Operational Strategy |
| HIV/AIDS | Human Immune-deficiency Virus/Acquired Immune Deficiency Syndrome |
| MDB | Multilateral Development Banks |
| MDG | Millennium Development Goals |
| MfDR | Managing for Development Results (also known as RBM) |
| mn | million |
| NPRS | National Poverty Reduction Strategy |
| PCMT | Project Cycle Management Training |
| PPES | Project Performance Evaluation System |
| PPMS | Project Performance Management System |
| PRS | Poverty Reduction Strategy (of CDB) |
| RBM | Results Based Management (also known as MfDR) |
| SDF | Special Development Fund |
| SERU | Social and Economic Research Unit |
| SFR | Special Funds Resources |
| SIA | Social Impact Assessment |
| SISM | Social Impact Screening Memorandum |
| SMG | Senior Management Group |
| TA | Technical Assistance |
| TORs | Terms of Reference |
| UN | United Nations |
| UNICEF | United Nations Children's Fund |
| UNIFEM | United Nations Women's Fund |
| WB | World Bank |

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EXECUTIVE SUMMARY

1. This Gender Equality Policy and Operational Strategy (GEPOS) for mainstreaming gender-responsive actions into the lending and other operations of the Caribbean Development Bank (CDB) has been developed to assist CDB with the integration of gender analysis and consideration of gender equality (GE) issues in its work with Borrowing Member Countries (BMCs), clients and stakeholders. GEPOS has been informed by a background study and assessment report, *Status of Gender and Development in CDB and the Caribbean, the Way Forward and CDB's Role*. That Paper examines current issues affecting BMCs from a GE perspective, assesses the status of GE and development and gender mainstreaming in CDB and its BMCs, discusses the challenges faced by CDB and its BMCs in the gender mainstreaming process; and identifies priorities for actions to be taken by CDB through its GEPOS.
2. GEPOS was also informed by extensive consultations with internal and external stakeholders and draws upon the experiences of other development agencies in gender mainstreaming.
3. The major findings of the assessment of the status of gender and development are as follows:
 - (a) The major gender and development issues in the Region and therefore impacting on the goals of poverty reduction and sustainable development are:
 - (i) differential impact of economic adjustment trends on women and men;
 - (ii) wide discrepancies in male/female rates of unemployment, particularly among youth;
 - (iii) a growing trend of male underperformance, youth violence and crime;
 - (iv) widespread gender-based violence (both domestic and social);
 - (v) differential performance and participation of girls and boys in schools;
 - (vi) a rapid increase in the Human Immune-deficiency Virus (HIV)/Acquired Immune Deficiency Syndrome (AIDS);
 - (vii) under-representation of women in decision-making positions;
 - (viii) high incidence of poor, female-headed households;
 - (ix) increasing levels of poverty and incidence of other social challenges faced by elderly men and women; and
 - (x) a scarcity of standardized, sex-disaggregated data in some key economic and social sectors and limited capacity in some BMCs to collect and/or analyze this data.
 - (b) Within the BMCs, capacity in GE is quite limited with most countries in the Region having only a small handful of government officials with the responsibility for and possessing any expertise in GE issues. Their programme budgets are also quite limited. Gender Offices do not tend to be well positioned to influence other government departments with regard to the integration of GE issues in policy or programme areas that are not socially focused. This is so despite the strong links between economic development, poverty reduction and increased GE

(ii)

- (c) CDB has made some progress in the integration of gender analysis and consideration of GE issues in its work but there are still a few consistent systems or procedures in place to ensure that all project planning is informed by prior gender analysis. Progress made to date includes:
- (i) gender analysis in its Country Poverty Assessment (CPA) process;
 - (ii) some staff training;
 - (iii) integration of GE in Guidelines for Social Analysis of Development Projects;
 - (iv) introduction of gender analysis guidelines in projects for the Basic Needs Trust Fund (BNTF) programme; and
 - (v) in-depth, detailed analysis of GE in the formulation of CPAs since 2007.
- (d) There are multiple opportunities and strategic entry points where the Bank could more effectively integrate GE into its project planning and implementation, these include the Bank's:
- (i) policies and strategies including its Poverty Reduction Strategy (PRS), private sector policy and strategy, education and training policy and strategy, and
 - (ii) programming processes and documents including the strategic plan, Results-Based Management (RBM) Cascade of strategic objectives, Country Strategy Paper (CSP), review process for loans and grants, funding criteria used for the Bank's Special Development Fund (SDF) resource allocation, and at each stage of the project management cycle.
- (e) Lessons learned by other institutions attempting to mainstream GE into their operations from which CDB could benefit include:
- (i) the false assumption that it is possible to turn staff into GE experts "overnight" through their participation in a series of short, GE awareness workshops;
 - (ii) the absence of clear lines of accountability or institutional rewards for integrating GE into programming;
 - (iii) the assumption that GE is only a social issue and does not have significant economic development implications;
 - (iv) inadequate resourcing of gender analysis and programming;
 - (v) a lack of understanding that fostering increased GE requires a long-term and high-level commitment to the transformation of women and men's access to and control over resources; and
 - (vi) the assumption that GE is only about women and girls.

(iii)

4. GEPOS is directly informed by the above findings. The Policy is as follows:

CDB GENDER EQUALITY POLICY

Rationale: The Bank's mission is to promote sustainable economic growth and the systematic reduction of poverty through social and economic development. Increasingly, evidence shows that gender inequality contributes to losses in economic efficiency and effectiveness and affects both women and men adversely, whereas measures which support increased GE lead to economic growth and poverty reduction. CDB also recognizes that GE is inextricably linked with the three strategic levers of the Bank's PRS and that issues of gender inequality must be urgently addressed in order to enhance the capability and reduce the vulnerability of the poor as well as assist in the achievement of good governance within its borrowing member countries (BMCs). CDB also recognizes that the impact of globalization and increased regional and international linkages have reinforced economic imbalances in some sectors and among some groups. Therefore, the Bank is committed to focusing resources on analyzing and addressing gender inequalities in the Region to assist women and men of all ages and in all sectors to achieve their full potential.

Goal: To be a leading catalyst promoting GE in the Region by working with borrowing members and other development partners in a responsive and collaborative manner to analyze the economic and social causes of gender inequality in order to reduce poverty and vulnerability and to assist all women and men to achieve their full potential.

Objectives:

- To reduce economic and social vulnerability by empowering women and men to build and protect their assets, including livelihoods and savings, as a means of building sustainable, equitable communities.
- To strengthen the capacity of all women and men, girls and boys, to acquire education, skills, and self-confidence in order to access economic opportunities, increase livelihood options and improve their quality of life in the changing global economy.
- To support governance processes in which women and men have equal access to power and authority in society, and effectively influence policies and advocate for their rights.

Core Commitments:

- To analyze and address the GE dimensions of economic and social issues in all CDB policies, loans, projects and in the Bank's external and internal operations.
- To acknowledge that every policy, loan and project affects men and women differently.
- To implement specific measures to eliminate gender inequalities and disparities.
- To promote GE and empowerment through partnership between women and men.
- To communicate the Bank's commitment in the Region and advocate for GE in the BMCs.
- To promote GE as a means to support sustainable development, and reduce poverty and vulnerability.
- To work in partnership with stakeholders and development agencies.
- To implement an institutional strategy that sensitizes all CDB staff to GE dimensions in all aspects of internal work relationships and promotes the progressive incorporation of more balanced gender perspectives into management policies, operating style and staff relations.

5. The main components of the Operational Strategy include:
- (a) Adoption of the GE Policy and its effective communication to internal stakeholders.
 - (b) Appointment of a senior Gender Equality Advisor (GEA) on a 4-year fixed term position to oversee the implementation of this Operational Strategy and that this position report to the Vice-President (Operations). [This is in addition to the existing staff positions: Operations Officer (Gender), Project Services Division; and Gender Specialist, BNTF, Social Sector Division].
 - (c) All members of CDB's Senior Management Group (SMG) to act as "GE Champion" in the Bank and with BMCs and other stakeholders in the Region.
 - (d) Use of internal support mechanisms to foster increased understanding and acceptance of the Policy. Such mechanisms will include the President's Discussion Series, a GE support group of staff members who have expertise in GE, electronic and hard copy bulletin boards and CDB's internal newsletter (CDB Extra). These support mechanisms should be used to, among other things, build a common understanding of gender terminology and concepts, develop a practical understanding of the gender issues related to the Banks' priorities and cross cutting themes and challenge beliefs that regard GE as only a social rather than an economic issue.
 - (e) Integration of gender analysis, results and data collection throughout CDB's project cycle.
 - (f) Mobilising funding as part of the Bank's SDF 7 to support gender integration activities and projects in BMCs.
 - (g) Undertaking a GE capacity needs assessment of Bank staff and BMCs and based on the findings, undertaking GE capacity building for Bank staff and relevant staff within the BMCs to enhance their skills in gender analysis as it applies not only to the Bank's work but the regional development in general.
 - (h) Implementation of accountability mechanisms to ensure that GE issues are integrated in Bank operations.
 - (i) Monitoring and evaluating the progress of implementing this Operational Strategy.

1. INTRODUCTION

Background

1.1 CDB's Strategic Plan 2005-2009 notes the gender dimensions of poverty and the consequent vulnerability of households and population groups. It specifically notes that female-headed households constitute a large percentage of the most vulnerable and deprived households. CDB like other development institutions has recognised the link between gender, poverty and sustainable economic development.

1.2 CDB however lags behind other Multilateral Development Banks (MDBs) in addressing GE in development. Other MDBs have developed and institutionalised explicit gender policies, strategies and/or action plans for gender mainstreaming internally and/or within their member countries. They have also assisted member countries in the implementation of commitments made at the United Nations Millennium Summit and 1995 Beijing Declaration and Platform for Action. In November 2007, CDB approved Use of Funds financing in an amount not exceeding the equivalent of one hundred and forty-six thousand, four hundred and seventy-six United States dollars (USD146,476) from its Special Funds Resources (SFR) for consultancy services to assist in the preparation of a GEPOS for CDB.

1.3 The Bank has also committed itself to implementing an institutional strategy that sensitizes CDB staff to GE dimensions in all aspects of internal work relationships and promotes the progressive incorporation of more balanced gender perspectives into management policies, operating style and staff relations. During the period February to June 2008, the following methodology was used to collect data for development of this policy and strategy:

- (a) interviews with 27 CDB staff and 3 donor agencies;
- (b) an extensive review of relevant CDB documents;
- (c) an extensive review of documents related to GE issues in the Region produced by diverse development organizations and BMCs, including national GE policies and strategies;
- (d) a more in-depth analysis of Antigua, Barbuda and St. Lucia, as countries for which CDB has recently prepared CPAs; as well as Belize, Jamaica and Dominica, including interviews from the Finance and Women's Gender Affairs ministries in these countries;
- (e) a review of GE policies and strategies in development agencies and other multilateral institutions including the Canadian International Development Agency, Department of International Development, World Bank (WB), United Nations's Children Fund (UNICEF), United Nations Women's Fund (UNIFEM);
- (f) obtaining input from an internal CDB Project Management Committee drawn from different sections and levels of management in the Bank, CDB's SMG, an external Technical Advisory Committee (consisting of a small group of regional GE experts), and a regional stakeholders' forum comprising representatives from gender bureaus, civil society, the private sector and other development institutions; and
- (g) presentation of a draft GEPOS to the Third Negotiation Meeting of Contributors to SDF 7 and incorporation of the comments received at that meeting in this paper.

1.4 The key research questions which were used by the consultant team to develop interview guides and assess the documents reviewed for the Status paper include:

- (a) What key elements are required to develop an effective GE Policy?
- (b) What is the status of gender mainstreaming in the Region?
- (c) What are the key GE issues in the BMCs and how should the Bank's GEPOS address these?
- (d) What are the strategic entry points for integrating GE in the CDB's existing operations and processes?
- (e) What are the most effective institutional change processes to introduce GE integration to the CDB?
- (f) What approaches do various representatives of the BMCs think will be most effective in supporting BMCs to better address GE issues?

The outputs of the process were a background study and assessment report, *Status of Gender and Development in CDB and the Caribbean, the Way Forward and CDB's Role*, and the *Gender Equality Policy and Operational Strategy*. A summary of the findings of the status report as well as a proposal for CDB's role in the way forward follows in Section 2.

2. STATUS OF GENDER AND DEVELOPMENT IN CDB AND THE CARIBBEAN, THE WAY FORWARD AND CDB'S ROLE

2.1 The paper assesses the status of GE and development and gender mainstreaming in both the CDB and in the Caribbean, provides an overview of the current issues affecting BMCs from a GE perspective, discusses the challenges facing both the CDB and the BMCs in the gender mainstreaming process and identifies the implications of these challenges for the Bank. It also addresses the commitments made by the BMCs to the 1995 Beijing Platform for Action, the Caribbean Community (CARICOM) Gender Plan of Action, the Caribbean-specific Millennium Development Goals (MDGs), the Convention on the Elimination of Discrimination Against Women and the United Nations

2.2 (UN) Millennium Summit. CDB could assist BMCs in meeting these international commitments while delivering on its key mandate to reduce poverty. The paper also identifies lessons learnt by other development institutions from which CDB should benefit. It discusses the priorities for action within CDB and proposes ways in which the Bank can support the needs of the BMCs as they relate to GE and to gender mainstreaming processes.

2.3 The current socio-economic issues affecting BMCs from a GE perspective were found to include:

- (a) the impact of economic adjustment trends for women and men, particularly with regard to unemployment rates and the increasing dependence on tourism;
- (b) wide discrepancies in male/female rates of unemployment, particularly among youth;
- (c) the growing trend of male underperformance, youth violence and crime;
- (d) widespread gender-based violence (both domestic and social);

- (e) the differential in performance and participation of girls and boys in schools;
- (f) the rapid increase in HIV/AIDs in the Region;
- (g) the under-representation of women in decision-making positions;
- (h) residual discriminatory laws related to credit, property, inheritance, divorce, etc.;
- (i) the high incidence of poor, female-headed households;
- (j) the different challenges facing elderly men and women; and
- (k) the many stereotypes and preconceptions about GE in the Caribbean despite the fact that the actual social and economic situations of different groups of women and men vary.

2.4 The main challenges related to gender mainstreaming identified within CDB include:

- (a) widely varying interpretations of gender terminology and concepts among staff;
- (b) extremely limited Bank capacity in gender analysis;
- (c) limited resources available to support the gender mainstreaming process;
- (d) RBM processes still being at the early stages; and
- (e) a belief among some staff that GE is only a social and not an economic issue or that there are no serious GE issues within the Caribbean.

2.5 Within the BMCs, capacity in GE is quite limited with most countries in the Region having only a small handful of government officials with the responsibility for and possessing any expertise in GE issues. Their programme budgets and by extension their physical and equipment resources are also quite limited. Where they exist, Gender Affairs offices also do not tend to be well positioned to influence other government departments with regard to the integration of GE issues in policy or programme areas that are not socially-focused. This is so despite the strong links between economic development, poverty reduction and increased GE. There is, therefore a real opportunity for CDB to provide significant support to the BMCs in this area.

2.6 During interviews with a small, representative sample of Gender Affairs offices and Finance Ministries in the BMCs, their staff opined that the CDB tends to only consult these offices when discussing social projects. Consequently, there is little or no consultation related to economic or governance projects. In general, it was felt that conceptually the link has not yet been made that GE issues have an impact on all types of programming in all sectors, and especially at the economic level. Therefore to serve as a source of support for the BMCs, CDB needs to shift its mode of operation and way of thinking related to gender mainstreaming. The adoption of GEPOS will be seen as a significant move in this direction.

2.7 A review of CDB project planning processes and documents reveals that there are currently few consistent systems or procedures in place to ensure that all project planning is informed by prior gender analysis. Consequently, there is limited gender analysis in CDB processes, and the gender analysis which is undertaken is conducted largely by the Social Analysts and in relation to their specific areas of work. This tends to reinforce the overall perception that GE is mainly a social issue as opposed to also being

economic in nature. However, the review also found that there are multiple opportunities and strategic entry points where the Bank could effectively integrate GE into its project planning and implementation. These potential entry points are summarised in Table 2.1: Strategic Entry Points for Integrating GE into CDB's operations.

TABLE 2.1: STRATEGIC ENTRY POINTS FOR INTEGRATING GE INTO CDB'S OPERATIONS

| Bank Activity/Process | Degree of GE Integration in Process or Related guidance | Possible Future Actions to Integrate GE |
|--|--|--|
| <i>Policies</i> | | |
| GE Policy | Not Applicable | - Currently being developed. |
| GE Strategy | Not Applicable | - Currently being developed. |
| PRS (2004) | Limited gender analysis | - Add GE to Poverty Prism. - Revise to incorporate gender analysis and implications for Bank programming throughout. |
| Other Policies and Strategy papers a) Private Sector Policy (2003) b) Private Sector Strategy (2004) c) Education and Training (2006) | Limited or very limited gender analysis; some mention of women and GE in some policies | - GE Policy will apply to all Bank lending and activities. - GE could be integrated when policies are revised. |
| <i>Strategic Planning</i> | | |
| Strategic Plan 2005-2009 | Under the strategic objective of <i>Fostering Inclusive Social Development</i> one priority is "Promote gender mainstreaming and gender management systems". | - Mainstreaming Strategy currently being developed. |
| RBM Cascade of Strategic Objectives 2005-2009 | Under the corporate priority <i>Promote GE</i> are two Expected Outcomes (EO): EO#1: Strengthened capacity for gender analysis and impact assessment. EO#2: Increased consideration of GE dimensions in the formulation and implementation of development interventions. | - These outcomes are linked to the GE Policy and Mainstreaming Strategy. - GE should be integrated throughout the RBM Cascade, and not be limited to social development. - GE should be integrated into <i>Promoting Broad Based Economic Growth and Promoting Good Governance</i> . - It also needs to be integrated into the project management grid and individual project results tables and commitments. |
| <i>Bank Operations</i> | | |
| CPA (a) data collection and research (b) stakeholder consultation (c) policy dialogue | Antigua and Barbuda and St. Lucia (both reports produced in 2007): Very good gender analysis in both reports. | - Need for better standardized, sex-disaggregated data; enhanced capacity in BMCs. - Need to link gender analysis to CDB programme of support |
| PRS (a) policy dialogue | - 3 strategic Levers of PRS (Capability Enhancement, Reducing Vulnerability and Good Governance). - Social Impact Assessment (SIA) Guidelines (2004) discuss GE issues | - Integrate GE explicitly into Strategic Levers. - Work with Social Analysts to revise toolkit and sectoral checklists to ensure that all opportunities to integrate GE |

| Bank Activity/Process | Degree of GE Integration in Process or Related guidance | Possible Future Actions to Integrate GE |
|--|---|---|
| | <ul style="list-style-type: none"> - PRS Draft Guidelines (2005)-GE is integrated - PRS Toolkit (2005) addresses GE issues and notes links with economic issues. - Reference to MDGs | issues are addressed. |
| <p>CSP</p> <ul style="list-style-type: none"> (a) senior level policy dialogue (b) dialogue with other institutions | Governance Toolkit—GE not addressed St. Lucia and St. Kitts and Nevis. | GE guidelines could be developed to support this process and relevant tool-kits revised to ensure these issues are included. |
| <p>CDB Programme of Support</p> <ul style="list-style-type: none"> (a) policy dialogue | There are no guidelines to ensure that GE is consistently and systematically included in policy dialogue. | GE guidelines could be developed to help support this process. |
| SDF Allocations | | |
| <p>Criteria used in allocations</p> <ul style="list-style-type: none"> (a) Needs Component (b) Likely Effectiveness (Performance) Component <ul style="list-style-type: none"> o country’s CDB portfolio performance (30%) o policy/institutional performance (70%) as measured by Poverty Reduction Effectiveness Situation (PRES) | GE is not explicitly addressed as a criterion. | Initiate discussion at different levels of the Bank and BMCs about the feasibility of contribution to increased equality for women and men being added as a funding criterion. |
| <p>Loans and Grants</p> <p>3 Review processes.</p> <ul style="list-style-type: none"> o Quality Control: projects circulated to all Divisions for comment; <p>Divisional Review: projects must meet certain requirements;</p> <p>Loans Committee.</p> | No explicit screening for GE currently takes place at any of the three reviews. [See SIA Guidelines in the project cycle, below]. | Checklists to assist in the review of key GE issues and processes for each of these review processes could be developed. |
| <p><i>Project CYCLE:</i> <i>Project Performance Management System (PPMS)</i></p> | | |
| <p>Preparation /Scoping Mission</p> <ul style="list-style-type: none"> (a) Terms of Reference (TORs) for consultants (b) Logframe | <p><i>PRS Toolkit</i></p> <p><i>SIA Guidelines: Social Impact Screening Memorandum (SISM), provided based on Initial Social Assessment “gender dimensions should be highlighted at this stage”; section on GE under Special Development Concerns in BMCs.</i></p> | <p>Each project level Logframe should include explicit GE results (outputs and outcomes) and indicators.</p> <ul style="list-style-type: none"> - Review of TOR to ensure that GE issues included. - GE Tool (one page) for scoping |
| <p>Appraisal</p> <ul style="list-style-type: none"> o data collection & analysis o field mission o Appraisal Report | <p><i>SIA Guidelines (2004)-gender equity and gender mainstreaming are mentioned.</i></p> <p><i>PRS Toolkit.</i></p> | Ensure that economic and governance guidelines regarding GE also developed and used. |

| Bank Activity/Process | Degree of GE Integration in Process or Related guidance | Possible Future Actions to Integrate GE |
|---|---|--|
| Negotiation | There do not appear to be any guidelines on how to address GE in negotiation processes. | Guidelines could be developed to help support this process. |
| Supervision and Monitoring (a) Project Performance Evaluation System (PPES) (b) Project Supervision Reports | <i>PRS Toolkit</i> <i>SIA Guidelines</i> | Guidelines on how to integrate GE outputs and outcomes into project design and develop related monitoring indicators could be developed to assist in the monitoring process from a GE perspective. |
| Completion • Project Completion Report | To include report on impact on GE based on indicators established at the beginning of the project planning process. Currently this is not done. | To include GE considerations, the original planning document will need to include GE results and indicators. |
| Evaluation [Evaluation and Oversight Division (EOV)] | GE not yet evaluated on a Bank-wide basis. | Future evaluation focused on Bank treatment of and contribution to increased GE (e.g., in 2011-12). |

2.8 CDB can benefit from the recent critiques of gender mainstreaming processes within, and avoid the major mistakes made by, other development institutions. These mistakes include:

- (a) the assumption that it is possible to turn staff into GE experts “overnight” through their participation in a series of short, GE awareness workshops;
- (b) the absence of clear lines of accountability or institutional rewards for integrating GE into programming;
- (c) the assumption that GE is only a social issue and does not have significant economic development implications;
- (d) inadequate resourcing of gender analysis and programming;
- (e) a lack of understanding that fostering increased GE requires a long-term and high-level commitment to the transformation of women and men’s access to and control over resources; and
- (f) the assumption that GE is only about women and girls.

2.9 GEPOS which is directly informed by the above findings, will focus on outlining the specific commitments, resources, capacity-building and accountability and monitoring systems and processes CDB will need to adopt to effectively integrate GE into its programming.

3. GENDER EQUALITY OPERATIONAL STRATEGY

3.1 The WB document, *Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (2007-2010)*, notes that,

“gender mainstreaming is a sound and viable strategy, but it has to be made more operationally relevant and more focused on results...More and better gender statistics and indicators are needed to improve analytical work”^{1/}

Heeding this advice, the CDB Gender Equality Operational Strategy has been set up with a practical operational focus and outlines the first steps required to integrate GE issues into Bank’s current practices and procedures. The Strategy also assumes that establishing systematic GE integration processes is a long-term process which requires a series of actions that needs to be phased in over time. It provides a comprehensive view of the actions CDB needs to take to implement its GE Policy over the next ten years. It assumes that the Bank will prioritize different elements of the Operational Strategy during each year, depending upon progress made in the previous years and in response to the needs identified as the process progresses. It is also expected that the Bank’s methods of operating and its culture will change over time due, in part, to this increased attention to GE issues. With the addition of qualified senior and other professionals, the Bank will also have increased capacity to set new directions in supporting GE in the Region.

3.2 The Operational Strategy for integrating GE into the Bank’s work will support CDB’s Strategic Objectives and the following four themes of the SDF 7 Replenishment:

- **Strengthening poverty reduction and addressing the MDGs in the Caribbean**, including the Bank's strategic response to the challenge of providing effective and meaningful assistance to Haiti and supporting the Caribbean-specific MDGs and MDG targets in the Bank's BMCs;
- **Supporting environmental sustainability and advancing the climate change agenda**, including addressing the vulnerability of the Bank's BMCs, environmental risks and climate change, mitigation and adaptation;
- **Supporting regional cooperation and regional integration**, including an appropriate operational framework to support priority needs of CARICOM and its members and the provision of regional public goods; and
- **Further enhancing development effectiveness**, including *Managing for Development Results (MfDR)* and application of the *Paris Declaration on Aid Effectiveness* and including strengthening of the Bank's human resources and institutional capacity.

The framework for the Operational Strategy is CDB’s GE Policy which is presented in Table 3.1.

^{1/}WB. *Gender Equality as Smart Economics: A World Bank Group Gender Action Plan (FY 2007-2010)*. September 2006. p. 1

TABLE 3.1: CDB GENDER EQUALITY POLICY

| | |
|-------------------------|---|
| Rationale | <p>The Bank’s mission is to promote sustainable economic growth and the systematic reduction of poverty through social and economic development. Increasingly, evidence shows that gender inequality contributes to losses in economic efficiency and effectiveness and affects both women and men adversely, whereas measures which support increased GE lead to economic growth and poverty reduction. CDB also recognizes that GE is inextricably linked with the three strategic levers of the Bank’s PRS and that issues of gender inequality must be urgently addressed in order to enhance the capability and reduce the vulnerability of the poor as well as assist in the achievement of good governance within its BMCs. CDB also recognizes that the impact of globalization and increased regional and international linkages have reinforced economic imbalances in some sectors and among some groups. Therefore, the Bank is committed to focusing resources on analyzing and addressing gender inequalities in the Region to assist women and men of all ages and in all sectors to achieve their full potential.</p> |
| Goal | <p>To be a leading catalyst promoting GE in the Region by working with borrowing members and other development partners in a responsive and collaborative manner to analyze and address the economic and social causes of gender inequality in order to reduce poverty and vulnerability and to assist all women and men to achieve their full potential.</p> |
| Objectives | <ul style="list-style-type: none"> • To reduce economic and social vulnerability by empowering women and men to build and protect their assets, including livelihoods and savings, as a means of building sustainable, equitable communities. • To strengthen the capacity of all women and men, girls and boys, to acquire education, skills, and self-confidence in order to access economic opportunities, increase livelihood options and improve their quality of life in the changing global economy. <p>To support governance processes in which women and men have equal access to power and authority in society, and effectively influence policies and advocate for their rights.</p> |
| Core Commitments | <ul style="list-style-type: none"> • To analyze and address the GE dimensions of economic and social issues in all CDB policies, loans, projects and in the Bank’s external and internal operations. • To acknowledge that every policy, loan and project affects men and women differently. • To implement specific measures to eliminate gender inequalities and disparities. • To promote GE and empowerment through partnership between women and men. • To communicate the Bank’s commitment in the Region and advocate for GE in the BMCs. • To promote GE as a means to support sustainable development, and reduce poverty and vulnerability. • To work in partnership with stakeholders and development agencies. • To implement an institutional strategy that sensitizes all CDB staff to GE dimensions in all aspects of internal work relationships and promotes the progressive incorporation of more balanced gender perspectives into management policies, operating style and staff relations. |

Operational Strategy Components

- 3.3 In order to implement CDB's GE Policy, it will be necessary for the Bank to:
- (a) disseminate the GE Policy internally and among stakeholders to promote discussion and dialogue among stakeholders and citizens in the Region;
 - (b) allocate significant human and financial resources to the implementation of the Policy and Operational Strategy;
 - (c) develop the capacity and skills of CDB staff and stakeholders in BMCs;
 - (d) introduce clear accountability mechanisms to track progress and measure results of the GE Policy; and
 - (e) monitor the implementation of the Operational Strategy.
- 3.4 The key components of the strategy are outlined under the following headings:
- (a) Commitment: Building Support for GE;
 - (b) Allocating Resources to Achieve GE Results;
 - (c) Developing Capacity and Skills for CDB and Stakeholders;
 - (d) Accountability for GE Results; and
 - (e) Monitoring the Implementation of the Operational Strategy.

Commitment: Building Support for GE

3.5 CDB is committed to working with BMCs and development partners to analyse and address gender-related barriers to economic growth, explore related opportunities for poverty reduction and sustainable development, identify and support appropriate actions to reduce these barriers. Following the Board's approval of the GE Policy, CDB will communicate the policy and its commitment thereto, to Bank staff, BMCs, and other stakeholders. CDB will also ensure that all parties are accountable for its implementation. The Bank's commitment to implementing the GE Policy includes ensuring that adequate financial, human and technical resources are allocated to the tasks set out in this Operational Strategy and to transforming organisational practice accordingly. This includes setting clear targets related to the GE Policy's implementation, as well as timelines and lines of accountability to support the process. Table 3.2 - Integrating GE into CDB Policies and Corporate Processes, provides a summary of the key steps and timeliness recommended in this regard.

TABLE 3.2: INTEGRATING GE INTO CDB POLICIES AND CORPORATE PROCESSES

| Bank Activity/Process | Actions to Integrate GE | Timeframe |
|---|---|------------------------|
| <i>Policies</i> | | |
| GEPOS | <ul style="list-style-type: none"> Presented to the Board of Directors (BOD) for consideration and approval | December 2008 |
| PRS (2004) | <ul style="list-style-type: none"> Integrate GE into Poverty Prism and more explicitly into Strategic Levers. Revise strategy to incorporate gender analysis and implications for Bank programming throughout. Ensure language is gender-sensitive. Revise PRS toolkit and sectoral checklists to ensure that all opportunities to integrate GE issues are addressed. Review “Guidelines and Recommendations to Operationalize CDB PRS (May 2005)” to ensure that GE issues are integrated throughout. Streamline consistency of checklists and tools in respect of Social Analysis, Environment and Disaster Risk Reduction. | August - November 2009 |
| All Other CDB Policies and Strategy Papers | <ul style="list-style-type: none"> CDB GE Policy will apply to all Bank operations and activities. A comprehensive gender analysis and specific actions to address gender inequalities will be integrated into all policies and strategies when each is revised. | 2010-2011 |
| <i>Communications</i> | | |
| Promoting understanding and buy-in within CDB | Develop and implement a communications strategy to promote understanding and acceptance of Policy within the Bank with particular emphasis on staff who interface with BMCs | Starting March 2009 |
| <i>Strategic Planning</i> | | |
| Strategic Plan 2005-2009 | GE to be integrated into Strategic Plan | Upon revision |
| RBM Cascade of Strategic Objectives 2005-2009 | <ul style="list-style-type: none"> GE should be integrated throughout the RBM Cascade GE to be added as a cross-cutting theme Select quantitative and qualitative gender indicators | Annually |
| GE Results Framework | Create a practical tool to link the GE Policy and RBM Cascade | September 2009 |

CDB GE Policy

3.6 The GE Policy will apply to all Bank work and lending. It is a statement of the Bank’s commitment to “analyze the economic and social causes of gender inequality to reduce poverty and vulnerability and to assist all women and men to achieve their full potential”. The GE Policy is based on CDB’s current mission, strategic objectives, corporate priorities and operational framework. The rationale is drawn from the Strategic Plan 2005-2009. The goal statement is adapted from the Bank’s Mission Statement. The three objectives are adopted from the three Strategic Levers of the PRS and the CSP Governance Tool. The Principles/Core Commitments are drawn from information gathered during the stakeholder consultations. These consultations included interviews with Bank staff and representatives from BMCs.

Bank Gender Equality Champion (BGEC)

3.7 CDB recognizes that it is crucial to the implementation of GEPOS that the Bank signals its unyielding support for the programme at the highest levels within the organisation. It is also important that the Bank demonstrates its ownership of GEPOS. The Bank's SMG has therefore agreed that all members of the group will act as BGEC. Research and professional experience on gender mainstreaming and gender integration processes have shown that GE Champions play an essential role in promoting organisational change and building support for GE among external stakeholders. The role of the BGEC would be to seek active support for the Bank's GEPOS by:

- (a) including GE issues in policy dialogue with senior representatives from BMCs, other stakeholders, donors and partners, including Heads of Governments, Ministers of Economy/Finance, etc.;
- (b) outlining the Bank's commitment to GE in speeches, public presentations, media interviews, etc.;
- (c) requesting senior colleagues in BMCs to act as GE Champions during BGEC's interface with these BMC representatives;
- (d) requesting Heads of Government, and Ministers of Economy/Finance, etc. to act as GE Champions within their own countries; and
- (e) actively promoting gender integration in all Bank activities internally, among Bank staff, and externally with BMCs and partners.

3.8 As a result of this proposed sharing of responsibility, it is not expected that the role of BGEC will require significant additional time on the part of each member of SMG.

3.9 BGEC will receive technical support from the GEA (paragraph 3.20) and other Bank staff as required. They will also be provided with appropriate level training in gender mainstreaming, gender analysis and gender sensitization to enable them to support the process effectively. The gender composition of the current SMG reinforces the message that GE is about both men and women.

3.10 There are also existing professional staff within the CDB who have expertise in GE. These staff members should form a GE support group on which BGEC and other Bank staff could call for occasional technical support on an informal basis. This would complement the services to be provided by the GEA, Operations Officer (Gender) and the BNTF Gender Specialist.

Other CDB Policies and Strategies

3.11 Policies signal organizational priorities and commitment to action. Therefore, all CDB Policies and Strategies (e.g., Bank policies and strategies related to Education and Training, Human Resources Development, Private Sector, etc.) will undergo comprehensive gender analyses and describe specific actions, within the scope of the policy or strategy, to address gender inequalities. Comprehensive gender analysis will be incorporated into each CDB policy and strategy when each is being revised. The exception to this sequence will be the revision to CDB's PRS. As a key Bank document, it is recommended that the PRS be revised at early stage to fully incorporate GE issues. This would include specifying the requirement to distinguish the different needs, experiences and the policy implications of addressing poverty for men and women, male and female youth, elderly men and women, female-headed and male-headed households, male and female child-headed households.

3.12 It will be necessary to revise the *PRS Toolkit and Sectoral Checklists* to ensure that all opportunities to integrate GE issues are addressed. It will also be necessary to review the *Guidelines and Recommendations to Operationalize CDB PRS* (May 2005) as well as all tools and checklists which relate to Social Analysis, Environment and Disaster Risk Reduction to ensure that GE issues are integrated therein.

Communication and Dissemination of GE Policy

3.13 The GE Policy will be communicated and distributed throughout the Bank to all staff and within BMCs following its approval by the Bank's BOD.

3.14 A communications plan to disseminate the Policy more broadly will be developed, and will include:

- (a) the text of the policy;
- (b) a statement of support from the President of the Bank;
- (c) key communications messages describing:
 - (i) how the policy applies to Bank operations;
 - (ii) timeframe for implementation; and
 - (iii) the distinction between the internal (staffing) policy and the Bank GE Policy which addresses Bank operations,
- (d) dissemination of the GE Policy to key contacts in BMCs;
- (e) dissemination of the GE Policy to other stakeholders (civil society partners, donors and other development agencies); and
- (f) publication of the Policy on CDB's website.

Formal and Informal Policy Dialogue

3.15 CDB staff who participate in formal and informal policy dialogue with BMCs, and stakeholders should also be comfortable discussing the GEPOS. Key messages will be developed to assist in this process, particularly in the first year after the Policy is approved. CDB staff will also participate in more in-depth gender sensitisation and training sessions that will be implemented as part of the Operational Strategy with the aim of helping them internalize the key messages related to the Policy and to facilitate this aspect of their work in the BMCs.

Communications and Social Marketing

3.16 CDB will conduct a communications and social marketing campaign to disseminate key messages in the new GE Policy and communicate the Bank's commitment to play a strategic role in promoting GE in the Region as a respected regional institution. Social marketing techniques have proven to be a particularly effective way to disseminate change of this nature.

Allocating Resources to Achieve GE Results

3.17 The comprehensive implementation of the Gender Equality Operational Strategy will require significant human and financial resources, including funding for CDB staff, training and technical assistance (TA) for support to BMCs. It is estimated that the Bank will need to allocate approximately \$3.91 million (mn) to implement this Operational Strategy during the first 4 years. Further details of the cost components are provided in paragraph 3.49.

3.18 Recognising CDB's resources are limited, it is recommended that the Bank mobilise funds, as part of the negotiations process for CDB's SDF, that are dedicated to supporting the gender mainstreaming process. If the required funds are not mobilised from SDF to support the recommendations outlined, and the Bank has to rely on its limited existing resources, effective policy implementation would likely take significantly longer and will limit not only the potential of CDB to serve as a leader in GE promotion in the Region, but also impose limitations on the overall development effectiveness of Bank programming, particularly in the social sector.

Human Resources

3.19 CDB currently has two approved GE positions within its organization structure. These are Operations Officer (Gender) in the Project Services Division and Gender Specialist in the BNTF, Social Sector Division. Both positions are currently vacant. It is recommended that these be filled by the end of the second quarter of 2009. The tasks set out in this Operational Strategy will require diverse expertise that is unlikely to reside within the capabilities of one or two Bank GE staff. Therefore, the Bank will require the services of external consultants to augment its resources, particularly during the first two to three years of the Strategy's implementation. It is recommended that the Bank also arranges to access expertise through collaboration with development partners and considers the possibility of engaging consultants/advisors through facilities such as the Commonwealth Fund for Technical Cooperation.

GEA

3.20 The Strategy also recommends that CDB supplement these existing gender resources by creating a four (4) year fixed-term position for a senior GEA. This position would report to the Vice-President (Operations), and oversee the implementation of the GEPOS, including the establishment of criteria and priorities for consideration of projects to be funded from the dedicated gender mainstreaming funds under the SDF. The GEA will also support and assist the SMG and other Bank staff. Further details of the proposed responsibilities and the qualification requirements of the GEA are represented in Appendix 1 - Draft Job Description for GEA. The implementation of the Operational Strategy will depend heavily on the GEA and the position should therefore be filled as soon as possible, ideally by June 2009. The Bank should give consideration to requesting the assistance from its bilateral development partners to identify, recruit and engage the GEA.

Operations Officer (Gender)

3.21 The Operations Officer (Gender) will consult and cooperate with the GEA, and his/her work will focus on GE inputs at the programming level, including a review of existing tools and programme guidelines from a GE perspective. The Operations Officer (Gender) will also be assisted by the external consultants referred to in paragraph 3.19.

BNTF Gender Specialist

3.22 The BNTF Gender Specialist provides support to the BNTF programme. While this position is not addressed as part of the Operational Strategy, it is expected that the BNTF Gender Specialist will communicate and cooperate with the GEA and the Operations Officer (Gender) on particular initiatives, share lessons learned and work with them on an informal basis to ensure that the Bank's approach to integrating GE is consistent and that individual efforts build synergy. In addition, the BNTF Specialist may be requested to support training initiatives being undertaken for CDB staff and BMC participants.

Internal Support Mechanisms

3.23 It is recommended that CDB establish internal support mechanisms to promote understanding and acceptance of the GEPOS. Such mechanisms should include:

- (a) the President's Discussion Series;
- (b) electronic and hard copy bulletin boards;
- (c) CDB's internal newsletter (CDB Extra); and
- (d) The GE support group (see paragraph 3.10).

These support mechanisms will be used to, among other things:

- (a) build a common understanding of gender terminology and concepts;
- (b) develop a practical understanding of the gender issues related to the Banks' priorities and cross cutting themes; and
- (c) challenge beliefs that regard GE as only a social rather than an economic issue.

Over time, the Bank may require additional expertise and staff resources in GE, particularly in the programme units. Priority areas are likely to include the Social and Economic Research Unit (SERU) of the Economics Department.

Developing Capacity and Skills For CDB and Stakeholders

Internal Capacity Development for Bank Staff

3.24 It is proposed that the Bank's GEA develop a "gender capacity building/training" programme for Bank staff. This programme should be based on a gender capacity building/training needs assessment to be conducted by the GEA in 2009. The optimum mix of approaches and capacity building modalities will be determined by the needs assessment, but may include:

- (a) sensitization, discussion sessions (e.g. President's Discussion Series);
- (b) self training materials;
- (c) training, including by Department and/or sector;
- (d) coaching (one-on-one or in small groups);
- (e) mentoring (especially useful for developing skills in policy dialogue);

- (f) study tours, including to other MDBs;
- (g) secondments or short-term placements in other institutions, including donor agencies, MDBs; and
- (h) short courses.

Target groups with appropriate areas of focus are as presented in Appendix 2 - Target Groups and Areas of Focus. The target groups will include:

- (a) CDB's BOD;
- (b) Senior Management (officers of the Bank);
- (c) staff liaising with BMCs on policy and programming issues;
- (d) Portfolio Managers and Operations Officers;
- (e) Country Analysis and Policy Unit;
- (f) SERU; and
- (g) newly-recruited staff.

GE Capacity Development in BMCs

3.25 The GEA will work with the BMCs to develop a BMC-focused "gender capacity building/training" programme. This will initially target BMC staff that interface with CDB (e.g. staff of Ministries of Finance and Planning) as well as Ministries which have responsibility for Gender/Women Affairs. The objective will be to build their respective capacities to integrate GE within diverse areas of government programming and policy, as well as within projects/programmes supported by CDB funds. This training programme will be based on a gender capacity building/training needs survey. Possible training approaches include:

- (a) Training, by country or sector;
- (b) Coaching (based on a project);
- (c) Study tours, including to other countries or CDB projects;
- (d) Secondments or short-term placements with CDB or other institutions; and
- (e) Short courses.

In addition, the development of a dedicated Specialized Module on Gender Analysis as part of the CDB BMC Project Cycle Management Training (PCMT) Programme is recommended. Gender analysis could also be incorporated into PCMT Core Courses when next offered. (*i.e.*, following the completion of the current round in Fall 2009). A list of suggestions for GE capacity development in BMCs is provided in Table 3.3: Proposed GE Capacity Development for BMCs.

TABLE 3.3: PROPOSED GE CAPACITY DEVELOPMENT FOR BMCs

| Activity | Content /Target | Timeframe |
|---|---|---|
| CDB BMC PCMT Programme – Core Courses and Specialized Modules | <ul style="list-style-type: none"> Integrate GE into each module: Module A: Project Formulation and Financial Analysis; Module B: Economic Analysis and Impact Assessment; and Module C: Project Execution. | On completion of current training cycle and review and revision of training material for cycle II |
| Conduct of training assessment and development of training strategy for BMCs Training for staff of Ministry of Finance, technical Ministries and women's/gender Ministries | <ul style="list-style-type: none"> Economic and social analysis of gender inequality and gender aspects of pressing social and economic issues (crime, gender based violence, labour force rigidities). Sectoral focus. | Q 2, 2010 Starting Q3, 2010 |
| Grant resources available for gender pilot projects and gender capacity building in BMCs | <ul style="list-style-type: none"> Funding from dedicated funds under SDF 7. Request for proposals. | Q3 2009 |
| Increase capacity of Central Statistical Offices to collect sex disaggregated data | <ul style="list-style-type: none"> Coordinate with current Bank demographic training and other data collection initiatives [e.g., CARICOM Technical Working Group on MDG Goals and Targets]. | Ongoing |
| Sector workshops (e.g., the Private Sector Development Division, social sector workshops, personnel) | <ul style="list-style-type: none"> BMC Ministry staff. Consultants. | Ongoing |

Accountability for GE Results

3.26 After GEPOS is approved by CDB's BOD, the Bank, as a corporate structure, and individuals at all levels of the Bank will become accountable for implementing the Policy and Operational Strategy throughout the Bank's operations and activities. This section outlines mechanisms and makes recommendations to ensure accountability within the existing Bank structure and processes. It examines what CDB needs to do to strengthen accountability for GE in programming at the following four levels:

- (a) corporate;
- (b) Bank operations;
- (c) the project cycle; and
- (d) individual staff.

Corporate Level Accountability

The RBM Cascade

3.27 The RBM Cascade of Strategic Objectives is a high-level, Bank-wide document that operationalizes CDB's Strategic Plan. Bank staff use the RBM Cascade to define their personal workplans and use the RBM Cascade as a guiding document. Currently, the Strategic Objective of *Fostering Inclusive Social Development* includes a Corporate Priority to *Promote GE*. This Corporate Priority, in turn, has the following two EOs:

- (a) EO#1: Strengthened capacity for gender analysis and impact assessment; and
- (b) EO#2: Increased consideration of gender dimensions in the formulation and implementation of development interventions.

The RBM Cascade is reviewed annually and updated at the Corporate Priority level and subordinate tiers if necessary, during the process of preparing the Bank's Annual Work Programme and Budget. The actual discussion on any changes involves all middle and senior management staff.

3.28 It is proposed that the RBM Cascade be updated to incorporate gender-sensitive and gender-responsive results below the Corporate Priority tier. GE will be explicitly noted in the revised RBM Cascade to signal the strong focus which the Bank will place on integrating GE throughout its operations. It is recommended the GEA participates in the annual review of the RBM Cascade. In addition to being integrated throughout the RBM Cascade, it is proposed that GE joins Disaster Risk Management and Reduction and Environmental Sustainability as cross-cutting themes represented graphically across the base of the RBM Cascade Chart. This will also emphasize the strong inter-relation of GE, disaster risk reduction and environment.

GE Results Framework

3.29 The challenge to link the GE Policy, which is a high level statement of intent, to CDB project cycle and the RBM Cascade will be addressed in a practical way by the development of a Results Framework to assist Bank staff and BMCs to clearly define and track results on GE. The development of the Results Framework is flagged as a priority because it has practical application to all CDB projects and activities and will assist staff to implement the Policy. The Results Framework will need to be directly linked to the objectives set out in the GE Policy, and to the current Strategic Objectives. A sample model GE results framework that the Bank could consider adapting for its own use is presented in Appendix 3. The sample is one which is currently being used by some and has been recommended for use by other bilateral development agencies operating in the Caribbean. The Framework provides concrete examples of the types of results that could be achieved and has been helpful to development agency staff and partners in providing practical guidance for designing and monitoring projects.

Bank Level Quantitative and Qualitative Indicators

3.30 Once gender sensitive EOs are defined in the RBM Cascade, and a Results Framework developed, the Bank will be positioned to select appropriate quantitative and qualitative gender indicators to ensure that Bank-wide, corporate level results in GE can be compiled, summarised and reported to the Bank's BOD.

Annual Work Plan and Budget (AWP&B)

3.31 Bank-wide action to meet EOs, including GE outcomes, is mediated through the AWP&B process. In this process, each Division makes commitments to contribute to the EOs. Each employee, in turn, generates a bi-annual work programme designed to contribute to the Division's achievement of EOs. Progress made by individual staff members with GE issues (e.g., improved GE integration, etc.) will be integrated into that process and assessed through the staff performance management system, Continuous Performance Improvement (CPI).

Evaluation

3.32 EOJ will need to evaluate the Bank's corporate-level results on GE in 2012 or 2013. This will require that clear information and data on the baseline situation be gathered beginning in 2009.

Integrating GE into Bank Operations

3.33 It is essential that CDB's main operational tools and documents include GE considerations and analyses during their preparation. These include CPAs, Gender Assessments, PRS and CSPs.

CPA

3.34 In the past, efforts were made to integrate GE issues into CPAs by collecting sex-disaggregated data and other activities in the participatory poverty assessments. Prior to the last round of CPAs conducted in 2007, it was agreed that there should be a stronger emphasis on gender analysis. In conjunction with the United Nations Development Programme, CDB obtained comments specifically on GE issues from several stakeholders including UNIFEM, UNICEF and the UN Economic Commission for Latin America and the Caribbean. These comments informed the revision of the Consultants' TORs for the CPAs. This effort, together with the work of the Consultants in conducting the CPAs and in training members of the National Assessment Teams, helped to strengthen the gender analysis component of the CPAs. It is recommended that all future CPAs continue with and strengthen these processes.

3.35 CPAs which were completed for Antigua and Barbuda and St. Lucia in 2007 contained detailed gender analyses, including qualitative and quantitative data. The methodology included consultations with men and women of different ages (youth, adults, elderly) and documented each groups' perceptions and experiences of poverty as well as their recommended action to address the issues and challenges they identified. The studies also identified gaps where better, and standardized, sex-disaggregated data are required. The recent CPA process has also closely involved national stakeholders with expertise in gender issues (e.g. Women's Bureaus/Gender Ministries). This practice will also be continued in all ongoing and future CPAs.

Gender Assessments

3.36 CDB has committed to producing Gender Assessments of ten (10) BMCs before the end of SDF 6. These detailed assessments present an excellent opportunity to conduct in-depth analyses that can feed into the Bank's programming process. The Bank has however recognized the prudence of delaying the Gender Assessments until GEPOS has been finalized and adopted as it will influence the manner in which they can be conducted most effectively to achieve the greatest impact on Bank programming, and its policy dialogue with the ten BMCs. It is recommended that the GEA, in consultation with colleagues at the Bank, provide an assessment of the role of the Gender Assessment process in the Bank's overall programme for integration of GE, within six (6) months of that person commencing work at the Bank.

National Poverty Reduction Strategy (NPRS)

3.37 CDB has taken the lead in conducting poverty assessments among the BMCs and should build on this innovative work by encouraging and supporting each BMC in the preparation of a new or revised NPRS following the completion of a CPA. Through formal and informal policy dialogue and TA, CDB staff will strongly encourage the BMCs to utilize the qualitative and quantitative gender analysis in each country's CPA to develop its NPRS and to involve stakeholders with GE expertise to participate in the NPRS process.

CSPs

3.38 The CSP is the foundation of CDB programming in a BMC. It is closely allied to the RBM Cascade and directly linked to the Strategic Objectives Framework and Corporate Priorities. It is also intended to support the achievement of the MDGs and relate downstream to the work programme of the Projects Department. Gender analysis should be integrated into the process of producing the CSP and its contents. It is therefore recommended that the Operations Officer (Gender) be a member of the CSP team and participate in Missions and policy dialogue with BMCs. Alternatively, GE inputs to a CSP team could be made by a Bank staff member with gender expertise, or if work loads do not permit, the Bank could hire an external gender consultant to provide these services. In addition, CDB may request that BMCs include local GE experts (government staff or stakeholders) in the CSP process as well.

3.39 Based on the detailed qualitative and quantitative gender analysis conducted in the CPA, and the subsequent NPRS prepared by the country, GE issues will be a key part of the CSP. GE issues should be integrated throughout the paper, including in the sections on economic context, demographic developments, poverty reduction (with all data being sex-disaggregated; and the unavailability of sex-disaggregated data noted where such is the case), political context, governance issues, as well as in each of the sub-sections under the Government Strategy, where relevant. For example, GE issues should be addressed under crime and security (i.e., gender-based violence), human resource development, housing, health, and tourism, agriculture, international financial services, information and communication technology services. The separate section on GE, which focuses on gender capacity in the country, legal changes, etc. will also be retained.

3.40 The *Governance Toolkit for County Strategy Papers* should be revised to incorporate gender analysis in all six categories, namely: Voice and Accountability, Political Instability and Violence, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption. The *Guidelines for Incorporating a Poverty Reduction focus into CSPs* and the *Procedures for the Preparation of Country Strategy Papers* (2004) should also be reviewed to ensure that gender analysis has been undertaken and GE issues are fully discussed.

CDB Country Assistance Strategy and Programme of Support

3.41 CDB's Country Assistance Strategy and Programme of Support fully integrate GE as outlined in CDB's Strategic Plan 2005-2009 and subsequent Strategic Plan documents. The detailed gender analysis contained in the CPA, the NPRS and the CSP, should provide adequate information for developing the Programme of Support, and for conducting formal and informal policy dialogue with BMCs. GE issues should be integrated into all CDB-financed projects through the project cycle. The Bank will need to earmark SDF grant resources to undertake GE capacity building projects and gender focused pilot projects as part of the Programme of Support. The Bank's BMCs will be encouraged to propose such projects. A summary of the keys steps outlined in paragraphs 3.32 to 3.40 is presented in Table 3.4: Integrating GE into Bank Operations.

TABLE 3.4: INTEGRATING GE INTO BANK OPERATIONS

| Bank Activity/Process | Actions to Integrate GE | Timeframe |
|---|---|---|
| <i>Bank Operations</i> | | |
| CPA <ul style="list-style-type: none"> ○ data collection and research ○ stakeholder consultation ○ policy dialogue | <ul style="list-style-type: none"> • Recent CPAs (in Antigua & Barbuda and St. Lucia) conducted in 2007 contained gender analyses of good quality. • As other CPAs are conducted, gender analysis should continue to be a key part of the assessment. • Develop capacity to collect and analyze sex-disaggregated data (qualitative and quantitative). • Ensure stakeholders with GE expertise participate in CPA process. | Ongoing with new CPAs currently being conducted |
| PRS <ul style="list-style-type: none"> ○ policy dialogue | <ul style="list-style-type: none"> • Include resources at the national level in preparation of NPRS • Support BMCs using data contained in CPAs and to develop NPRS | Ongoing |
| CSP <ul style="list-style-type: none"> ○ senior level policy dialogue ○ dialogue with other institutions | <ul style="list-style-type: none"> • Integrate findings of the gender aware CPAs. • Substantial section on gender analysis, and gender issues/analysis integrated throughout. • Recommendations for CDB support to GE initiatives. • Ongoing consultation with gender experts and stakeholders in BMCs. • Operations Officer (Gender) to participate in CSP process including in policy dialogue. • The Governance Toolkit for CSPs should be revised to incorporate gender analysis. | Starting Q4 2009 |
| CDB Programme of Support <ul style="list-style-type: none"> ○ policy dialogue | <ul style="list-style-type: none"> • Link gender analysis in CPA, PRS and CSP to CDB programme of support. | Starting Q4 2009 |

Project Level/Project Cycle Accountability

Integrating GE into Existing Bank Process

3.42 The Operations Officer (Gender) in consultation with the senior GEA will conduct a detailed analysis of the extent to which gender analysis and GE issues have been integrated into the project cycle. The analysis contained in the accompanying *Status of Gender and Development in CDB and the Caribbean, the Way Forward and CDB's Role* Report, will provide the starting point for this task.

3.43 In cooperation with the thematic area staff [i.e., Social Analysts, Disaster Risk Management Specialist and Operations Officers (Environmental)] and the Economists and with support from the Director, Projects Department, the Operations Officer (Gender) will review all the tools and checklists used throughout CDB project cycle to identify ways in which they could be adapted to incorporate gender issues. At the same time, groups will need to identify ways in which the tools and checklist can be streamlined and rationalized. This will be more effective than adding tools to be learnt by already overburdened Operations area staff. A summary of the key steps outlined in paragraphs 3.42-3.43 is presented in Table 3.5: Integrating GE into CDB Project Cycle.

TABLE 3.5: INTEGRATING GE INTO CDB PROJECT CYCLE

| Project Cycle Activity/Process | Actions to Integrate GE | Timeframe |
|---|---|---|
| Preparation /Scoping Mission <ul style="list-style-type: none"> o TORs for consultants o Logframe | <ul style="list-style-type: none"> • Review <i>PRS Toolkit, Guidelines for the Social Analysis of Development Projects (January 2004)</i> and <i>SISM</i>. • Each project level logframe should include explicit GE results (outputs and outcomes) and indicators. • Review of TORs to ensure that GE issues are included • Gender Tool (one page) for scoping mission. | Review and revision of all Project Cycle processes and requirements in cooperation with relevant Analysts and Specialists Starting Q3 2009 |
| Appraisal <ul style="list-style-type: none"> o data collection & analysis o field mission o Appraisal Report | <ul style="list-style-type: none"> • Review <i>SIA Guidelines (2004)</i> and <i>PRS Toolkit</i> to ensure that GE is addressed • Review <i>PRS Toolkit</i> | Starting Q3 2009 |
| Negotiation | <ul style="list-style-type: none"> • Draft Policy Dialogue guidelines to ensure GE issues are explicitly raised and addressed | Starting Q3 2009 |
| Supervision & Monitoring <ul style="list-style-type: none"> o PPES o Project Supervision reports | <ul style="list-style-type: none"> • Review <i>PRS Toolkit</i> • Review <i>SIA Guidelines</i> | Starting Q3 2009 |
| Completion <ul style="list-style-type: none"> o Project Completion Report | <ul style="list-style-type: none"> • Ensure reports produced consistently and include reporting on GE results | Starting Q3 2009 |
| Evaluation (EOV) | <ul style="list-style-type: none"> • Gender integration evaluated on a Bank-wide basis. | Future evaluation (e.g. 2012-13) based on expected results & indicators. |

Individual (Staff) Level Accountability

3.44 It is proposed that each job description for professional staff includes the integration of GE as one of the core competencies and a statement to the effect that the staff member will ensure that CDB’s GE Policy is applied in their work (e.g., “staff will ensure that their work adheres to all Bank policies”). Under the CPI system, all staff would define related objectives and appropriate levels of competencies for improving their ability to address gender integration in their work. The end goal of this human resource procedure would be that the integration of GE into their work processes and substance become a standard CDB staff practice.

BMC Accountability

3.45 BMC accountability for gender integration and GE results will be through regular Bank processes such as the CPAs, NPRS, CSPs. Bank financing to BMCs to support projects would also, wherever possible, include GE results which Bank staff would monitor and report on.

Management Accountability

3.46 Tables 3.6 and 3.7 summarise management accountability for achieving results in GE integration in the Bank. Table 3.6: Summary of Accountability Mechanisms for GE Results, outlines the corporate

level mechanisms and Table 3.7: CDB Staff Accountability for Integrating GE, outlines the responsibilities of individual staff positions.

TABLE 3.6: SUMMARY OF ACCOUNTABILITY MECHANISMS FOR GE RESULTS

| Level | Mechanism | Reporting | Timeframe |
|------------------------------|--|--|----------------------------------|
| Corporate (Bank wide) | | | |
| RBM Cascade | <ul style="list-style-type: none"> • GE integrated throughout the RBM Cascade • Specific, gender sensitive indicators to be defined and tracked | To Vice Presidents/ President/BOD/Board of Governors | Annually |
| Evaluation (EOV) | <ul style="list-style-type: none"> • Evaluation based on project documents, expected results, indicators | To SMG and BOD | 2012-2013 |
| GEA | <ul style="list-style-type: none"> • Annual report on Bankwide results in integrating GE. | To Vice President, (Operations) and SMG | Annually beginning in 2010 |
| Divisions/Programmes | | | |
| | <ul style="list-style-type: none"> • AWP&B • Annual Reporting on RBM Cascade • Framework for Assessing GE Results • Tracking of actual vs. planned GE results • Indicators, including sex-disaggregated data • Staff CPI | To SMG | Annually beginning in 2010 |
| Individual Staff | | | |
| | <ul style="list-style-type: none"> • CPI • Annual Performance Assessment | To Manager | Annually |
| BMC | | | |
| | <ul style="list-style-type: none"> • Supervision and Monitoring reports • Project Completion Reports | Portfolio Manager | Ongoing |

TABLE 3.7: CDB STAFF ACCOUNTABILITY FOR INTEGRATING GE

| Position | Responsibilities |
|--|--|
| BOD | <ul style="list-style-type: none"> • Provide overall leadership in the Bank and the Region on integrating gender issues. • Provide incentive funding to countries to support capacity building and pilot projects. • Hold President accountable for gender integration in the Bank. |
| President | <ul style="list-style-type: none"> • Provide leadership on gender integration within the Bank and with BMCs. • Hold SMG accountable for gender integration. |
| Vice-President (Operations) | <ul style="list-style-type: none"> • Provide leadership on gender mainstreaming within the Bank. |
| Vice-President, Finance | <ul style="list-style-type: none"> • (In future) Investigate gender coding/tracking mechanisms to track Bank's expenditure on gender integration. |
| SMG | <ul style="list-style-type: none"> • Integrate GE into areas of responsibility (corporate planning, legal department, etc.). • Support GE Champion. • Assist staff to identify appropriate means to incorporate GE. |
| GEA | <ul style="list-style-type: none"> • Overall responsibility for implementing GEPOS. |
| Director, Human Resources and Administration | <ul style="list-style-type: none"> • Ensure that job descriptions include responsibility for implementing the GE Policy. • Ensure that human resources practices (e.g. advertising, interview processes and teams, etc.) support recruitment of staff knowledgeable about or open to gender integration. |
| Director, Economics Department | <ul style="list-style-type: none"> • Ensure that gender analysis is integrated in all Bank economic analysis and documents (e.g. CSPs). |
| Division Chiefs | <ul style="list-style-type: none"> • Oversee the integration of GE issues into work of their Division, in accordance with the findings of the CPA and CSP • Ensure that priority issues are addressed through policy dialogue, operations, analysis, and project design. |
| Portfolio Managers | <ul style="list-style-type: none"> • Oversee the integration of GE issues into work of their projects in accordance with the findings of the CPA and CSP. • Ensure that priority issues are addressed through policy dialogue, operations, analysis, and project design. |
| Operation Officers | <ul style="list-style-type: none"> • Oversee the integration of GE issues into work of their projects in accordance with the findings of the CPA and CSP. • Ensure that priority issues are addressed through policy dialogue, operations, analysis, and project design. |
| All Other Bank Staff | <ul style="list-style-type: none"> • Ensure that GE capacity building is integrated into CPI. • Follow Bank policy and directive on integrating GE into Bank processes and project activities. |

Monitoring the Implementation of the Operational Strategy

3.47 Table 3.8: Gender Equality Operational Strategy Monitoring Framework, outlines a framework with expected results and indicators for monitoring this Gender Equality Operational Strategy. This framework will allow the Bank to undertake monitoring and reporting on gender integration. This framework will be further refined, revised and updated by the GEA.

TABLE 3.8: GENDER EQUALITY OPERATIONAL STRATEGY MONITORING FRAMEWORK

| Implementation Activity | Expected Results | Indicator |
|---|--|---|
| Human Resources | | |
| Commitment from member of SMG to act as GE Champion | <ul style="list-style-type: none"> • Senior Bank and BMC representatives actively support implementation of CDB GE Policy. • BMC GE Champions are recruited. | <ul style="list-style-type: none"> • Types and number of interventions (internal and with BMCs) by GE Champion • Number of GE Champions in Bank and BMCs • Number and types of interventions, including in policy dialogue |
| Hire professional staff: <ul style="list-style-type: none"> • GEA • Operations Officer (Gender) • BNTF Gender Specialist | <ul style="list-style-type: none"> • Professional staff implement Gender Policy and Operational Strategy • Build support for gender within Bank | <ul style="list-style-type: none"> • Staff hired • Locations of support for/ resistance to gender integration within the Bank |
| Internal change management support mechanisms established | <ul style="list-style-type: none"> • Understanding and acceptance of the Policy and Operational Framework | <ul style="list-style-type: none"> • Number of events held and information packages disseminated |
| Financial Resources | | |
| Mobilising funding as part of the Bank's SDF 7 | <ul style="list-style-type: none"> • Funds available by Q1 2009 and supporting capacity building and pilot projects by Q2 | <ul style="list-style-type: none"> • Funds mobilised • Number and type of disbursements |
| Policy/Corporate | | |
| GE integrated into RBM Cascade, EOs and as cross-cutting theme | <ul style="list-style-type: none"> • Attention to and reporting on GE becomes integral part of CDB management process | <ul style="list-style-type: none"> • RBM Cascade updated and distributed to staff • Gender integrated into AWP&B • Results reported |
| Bank Operations | | |
| Integration of gender analysis and results into CPA, PRS and CSP processes | <ul style="list-style-type: none"> • More gender aware planning documents that will support Bank programming | <ul style="list-style-type: none"> • Evidence of gender integration in CPA, PRS and CSP • Evidence of gender in Bank Programme of Support to BMCs • Evidence of policy dialogue with BMCs on gender issues. |
| Existing tools and checklists reviewed for gender integration and updated/revised New gender tools and checklists developed | <ul style="list-style-type: none"> • Improved project planning that integrates and fully addresses GE issues | <ul style="list-style-type: none"> • Number of projects with explicit GE objectives & results • Ability to monitor gender equality results |

| Implementation Activity | Expected Results | Indicator |
|---|---|--|
| Capacity Building /Training | | |
| Training and Capacity Building for Bank Staff | <ul style="list-style-type: none"> Improved project planning that integrates and fully addresses GE issues | <ul style="list-style-type: none"> Number of staff trained Evidence of training skills being applied |
| Training and Capacity Building for BMCs | <ul style="list-style-type: none"> Improved project planning that integrates and fully addresses GE issues | <ul style="list-style-type: none"> Number of BMC staff trained Evidence of training skills being applied |

3.48 Table 3.9: Gender Equality Operational Strategy – Indicative Timetable Years 1 & 2 presents an indicative timeline for implementation in the first two years of the Operational Strategy with details of the first three years presented in Appendix 4. The timeline is also presented graphically in Figure 1.

TABLE 3.9: GENDER EQUALITY OPERATIONAL STRATEGY: INDICATIVE TIMETABLE – YEARS 1 & 2

| Time Period | Activities |
|-------------------------|--|
| December 2008 | <ul style="list-style-type: none"> Present GEPOS to BOD |
| Ongoing – Q2 2009 | <ul style="list-style-type: none"> Recruit Operations Officer (Gender) and BNTF Gender Specialist |
| December 2008 - ongoing | <ul style="list-style-type: none"> Designate GE Champion Disseminate policy and strategy within Bank and to key contacts in BMCs |
| December 2008 – Q4 2009 | <ul style="list-style-type: none"> Establish internal change management support mechanisms |
| January 2009 | <ul style="list-style-type: none"> Mobilise dedicated funds under SDF 7 |
| Q4 2008 to Q4 2009 | <ul style="list-style-type: none"> Recruit Senior GEA Establish criteria and priorities for projects to be funded under dedicated SDF 7 funds Consideration of projects using dedicated funds |
| Q4 2009 – Q1 2010 | <ul style="list-style-type: none"> Review gender tools, guidelines and PRS Conduct Initial Training/Capacity Building Assessment in CDB |

Estimated Cost of GEPOS (First Four Years)

3.49 The cost of implementing GEPOS during the first four years has been estimated at \$3.91 mn. The cost components include staffing, training (CDB and BMCs), capacity building (BMCs), equipment support, consultancy services for policy revision and communications and marketing of GEPOS. The costs of Country Gender Assessments, Country GE Pilot Projects, as well as a provision for evaluating GEPOS’ integration are also included.

4. SUMMARY OF RECOMMENDATIONS

4.1 To support the implementation of CDB’s GEPOS, it is recommended that CDB:

- (a) Adopt the GE Policy, and develop a GE Results Framework to define expected results for each of the Policy’s objectives.
- (b) Disseminate the GE Policy in the Region and communicate the Bank’s commitment to analyze and address GE issues in all its operations through a social marketing campaign and through formal and informal policy dialogue with key stakeholders and development partners.

- (c) Incorporate GE issues into all Bank policies as they are revised over time and review the PRS, as well as key guidelines tools and checklists to ensure that they fully address GE issues.
- (d) Appoint a senior GEA, reporting to the Vice-President (Operations), on a 4-year fixed term position to oversee the initial implementation of this Operational Strategy.
- (e) Appoint SMG to act as “GE Champion” in the Bank and with BMCs and other stakeholders in the Region, and identify GE Champions in BMCs.
- (f) Establish internal support mechanisms to foster increased understanding and acceptance of the Policy. Such mechanisms will include: the President’s Discussion Series, electronic and hard copy bulletin boards, CDB’s internal newsletter (CDB Extra) and the GE support group. These support mechanisms will be used to, among other things:
 - (i) build a common understanding of gender terminology and concepts;
 - (ii) develop a practical understanding of the gender issues related to the Banks’ priorities and cross cutting themes; and
 - (iii) challenge beliefs that regard GE as only a social rather than an economic issue.
- (g) Incorporate gender-sensitive and gender-responsive results throughout the RBM Cascade, at the Corporate Priority tier and below as well as develop quantitative and qualitative indicators to measure results.
- (h) Conduct Gender Assessments of BMCs and fully integrate gender analysis and GE issues in CPAs, NPRS and CSPs.
- (i) Integrate gender analysis, results and data collection throughout the CDB project cycle.
- (j) Mobilise funding from the Bank’s SDF 7 to support gender integration activities and projects in BMCs.
- (k) Undertake a GE capacity needs assessment of Bank staff and BMCs and, based on the findings, undertake GE capacity building for Bank staff and relevant staff within the BMCs to enhance their skills in gender analysis as it applies to the Bank’s work.
- (l) Implement accountability mechanisms at the corporate level, in all Bank operations, in the project cycle and at the individual staff level, to ensure that GE issues are integrated in Bank operations;
- (m) Commit to undertaking a Bank-wide evaluation of gender integration in Bank operations after five years of implementation (i.e., 2012 or 2013).
- (n) Monitor the progress of implementing this Operational Strategy and report to the BOD on the progress made through existing reporting mechanisms.
- (o) Ensure that SDF 7 includes specific GE results and performance indicators related to development results.

- (p) Establish the principle and operating mode, where possible, of collecting sex-disaggregated data for all of the Bank's programmes funded through SDF 7.

DRAFT JOB DESCRIPTION FOR GEA

**Profile of GEA
(Recommended New Staff Position — 4-year Contract)**

The GEA will be responsible for the overall management and implementation of the Bank GEPOS.

Accountability

Reporting to the Vice-President (Operations).

Responsibilities

The GEA will be responsible for:

- (a) Overseeing the implementation of the Bank GEPOS;
- (b) Collaborating with Bank Staff to determine where they need additional gender expertise and helping identify internal and external resources;
- (c) Supporting and participating in policy dialogue with BMCs on GE issues;
- (d) Initial capacity building of senior staff and management; and
- (e) Liaising with other MDBs and international financial institutions.

Qualifications

- (a) Post-graduate qualifications in Economics, Development Studies, Gender and Development, Sociology or a related field.
- (b) 10-15 years progressively responsible experience working in GE and gender issues.
- (c) Experience working with large organizations on organizational change processes, policy implementation and senior level policy dialogue.
- (d) Excellent knowledge of the Caribbean Region, including the development challenges.
- (e) Sense of humour, patience and diplomacy essential.

**GE TRAINING:
TARGET GROUPS AND AREAS OF FOCUS**

| | |
|---|--|
| CDB's BOD | <ul style="list-style-type: none">• Staff and resource implications for Bank.• EOs and long-term results. |
| Senior Management | <ul style="list-style-type: none">• Key concepts, and contribution of GE to Bank's mission.• Staff and resource implications for Bank.• EOs and long-term results.• Key policy dialogue messages. |
| Staff liaising with BMCs on policy and programming issues | <ul style="list-style-type: none">• Key concepts, and contribution of GE to Bank's mission.• Practical understanding of the gender issues related to the Banks' priorities and cross cutting themes• GE as both a social and economic issue. |
| Portfolio Managers and Operations Officers | <ul style="list-style-type: none">• Key concepts, and contribution of GE to Bank's mission.• Staff and resource implications for Bank.• EOs and long-term results.• Policy dialogue with BMCs, members and other development agencies and partners.• Link with cross-cutting themes. |
| Economics Department | <ul style="list-style-type: none">• Coaching on practical guidelines and approaches to integrating gender analysis and consideration of gender issues in the preparation of CSPs. |
| SERU | <ul style="list-style-type: none">• Coaching and practical guidelines for improving research on the economic and social costs of gender inequality and gender related issues (e.g., crime, social violence, gender-based violence, labour force rigidities, etc.). |
| New Staff | <ul style="list-style-type: none">• Orientation to GE Policy, key issues, tools and checklists as relevant to their work. |

SAMPLE MODEL OF ASSESSING GE RESULTS FRAMEWORK

I. This tool has been revised in a draft form to integrate key results and GE issues for men, boys and male youth, as well as for women, girls and female youth for a staff training manual for the Organization of American States. These categories can be further refined and reworked to specifically fit BMC and CDB priorities and strategic objectives in collaboration with the Gender Advisor.

| Results Desired | How an Institution Can Effect Increased GE | |
|---|--|---|
| <p>Decision Making</p> <p>More equal participation of women with men as decision makers in shaping sustainable development of their societies</p> | <p>1.1 Capacity for Public Participation</p> <p>Adopt measures that increase the capacity of women's organizations for advocacy and for participation in public life and decision making, as well as for men's organizations, involved in advocating for increased GE.</p> | <ul style="list-style-type: none"> • Strengthened advocacy, negotiation, management knowledge or skills of women female youth and specific groups of men/male youth for participation in democratic or community-management bodies. • Increased capacity or effectiveness of women's and other relevant equality-focused organisations to advocate for and represent women's views. • Strengthened women's organizations or networks. • Strengthened dialogue between women's organizations and government authorities. • More supportive environment for women's participation in public life and decision making in communities or institutions and among male colleagues. • Increased influence of women and women's organizations, as well as male/ female youth in community and public decision making. |
| | <p>1.2 Representation Among Decision Makers</p> <p>Work towards increased representation of women and any under-represented groups of men in democratic processes and in decision making position in partner institutions and communities and in target sectors.</p> | <ul style="list-style-type: none"> • Increased number/proportion of women and under-represented groups of men in decision making positions in: <ul style="list-style-type: none"> - the partner organisation; - the target sector; - the partner community; and - as candidates for public office. |
| | <p>1.3 Household and Individual Decision Making Support measures that lead to more equal power relations between women and men at the household level, as well as increased decision making capacity of individual women.</p> | <ul style="list-style-type: none"> • Increase in independent decision making by women on matters such as voting, mobility, etc. • Increase in shared decision making at the household level on matters such as expenditure, activities, etc. |

| Results Desired | How an Institution Can Effect Increased GE | |
|--|---|---|
| <p>2. Rights Women and girls and specific groups of disadvantaged men and male youth more able to realize their full human rights</p> | <p>2.1 Legal System Support strengthened promotion and protection of the human rights of women, girls and specific groups of disadvantaged men and male youth men in law and the action of police, prosecutors, judges and courts).</p> | <ul style="list-style-type: none"> ● Increased use of Convention on the Elimination of All Forms of Discrimination against Women in national law. ● Formulation of legislation on key GE issues (e.g., land rights, violence, gender discrimination in employment). ● Elimination of legal barriers to equality ● Actors in legal system police, prosecutors, judges) more knowledgeable and able to treat women and male youth equitably. ● Improved access by women and male/female youth to the legal system ● More equitable decision making in formal and informal judicial bodies. |
| | <p>2.2 Public Awareness Support measures that increase knowledge about and recognition by the general public (women and men) and decision makers of the human rights of women and girls and specific groups of disadvantaged men and male youth.</p> | <ul style="list-style-type: none"> ● Increased awareness of rights violations, such as trafficking of women, girls and boys, forced marriage, dowry, early marriage, etc. ● Increased awareness and participation by civil society organizations (e.g., human rights organizations, development organizations) in advocating for GE ● Increased awareness among women and men of laws and mechanisms protecting women’s rights ● Increased participation by men in advocacy and debate on GE. ● Increased awareness and support among decision makers on women’s rights and GE issues; more informed debate on these issues. ● Better media coverage of GE and women’s rights ● Changes in public attitudes about roles and entitlements of women and men that reflect the priorities and interests of both women and men. |
| | <p>2.3 Response to Gender-Specific Rights Improve services and mechanisms that respond to gender-specific constraints on rights or to rights violations (e.g., domestic and social violence, trafficking, etc.)</p> | <ul style="list-style-type: none"> ● Improved provision or functioning of social services responding to rights violations by government or civil society organizations. ● Strengthened policy commitments and programmes to respond to gender-specific constraints on rights, rights violations. |

| Results Desired | How an Institution Can Effect Increased GE | |
|--|---|---|
| <p>3. Development Resources & Benefits Reduced inequalities between women and men in access to and control over the resources needed to generate sustainable development</p> | <p>3.1 Livelihoods & Productive Assets Support measures that increase control by women and female youth and specific groups of disadvantaged men and male youth over productive assets (land, capital/credit, technology, skills training, etc).</p> | <ul style="list-style-type: none"> ● Increased access to credit and business support services. ● Increased number or competitiveness or sustainability of women’s micro enterprises, businesses, farms. ● More equitable access by women to productivity-enhancing inputs and services (extension, skills training, technology). ● Strengthened women’s producer organizations. ● More equitable access by women to land, land ownership. ● Increased productivity or incomes of women, decreased disparity in incomes among populations affected by an investment; decreased vulnerability to destitution. ● Increased access by women and male/female youth to skills training, and employment opportunities ● Reduced discriminatory practices against women workers; ● Increased quality of employment (e.g., pay, conditions, health and safety). |
| | <p>3.2 Institutional Capacity Support measures that increase the capacity of partner institutions, governments and civil society organizations to design and implement policies and projects that reflect the priorities and interests of both women and men and girls and boys</p> | <ul style="list-style-type: none"> ● Clearer institutional responsibilities and approaches to achieving national GE objectives. ● Strengthened analytic skills, knowledge of GE issues. ● Capacity to do gender analysis in a particular sector or public organization. ● Strengthened capacity and systems to collect and analyze data required for gender analysis of issues, policies and programmes. ● Increased institutional capacity to consult with women and men on issues and priorities or on GE issues. ● Increased capacity to manage for employment equity (recruitment, training, health and safety, family leave). ● Increased effectiveness of partner organizations or local governments in reaching and serving women equitably. |
| | <p>3.3 Policy Change Adoption of policies supporting GE by institutions that manage development resources and benefits (i.e. policies responding to the</p> | <ul style="list-style-type: none"> ● Gender-equitable macro-economic policies (e.g., fiscal policies, trade, budgets). ● PRSs: inclusion of measures directing resources to poor women or measures to |

| Results Desired | How an Institution Can Effect Increased GE | |
|------------------------|---|---|
| | different priorities and interests of both women and men, girls/boys) | <p>address the gender-specific constraints faced by poor women.</p> <ul style="list-style-type: none"> • Social policies: policies in health, education, social services and other sectors that incorporate elements to reduce gender inequality or address women-specific issues. • Sectoral reforms: establishment of clear sectoral GE objectives, sector-wide implementation mechanisms. |
| | <p>3.4 Well-being and basic needs Access by women to basic and appropriate services that support well being and the quality of life.</p> | <ul style="list-style-type: none"> • Increased safety, food security, access to water, shelter, transport, literacy, • health, education, etc. by both women and men. • Increased access to social services; social service delivery that responds to the different priorities and interests of women/men, boys/girls and male/female youth. • Increased capacity of women’s organisations to deliver services. • Health: increased appropriateness and use of health care; improved health status of women or reduced gender gaps in health status indicators among population served/reached. • Education: decreased drop-out rates. • Humanitarian services: access by women to appropriate services and resources. |

**INDICATIVE TIMETABLE & MILESTONES FOR YEARS 1 - 3 OF
GENDER EQUALITY OPERATIONAL STRATEGY**

Year 1 (to December 2009)

- GE expertise on staff (GEA, BNTF Gender Specialist; and Operations Officer, Gender)
- GE Champion active in publicizing Bank GE Policy with BMCs
- GEPOS disseminated to all Bank staff
- Needs Assessment conducted of CDB staff and key BMC
- Country Gender Assessment pilot methodology developed and studies in selected countries commenced (initial target of 3 countries)

Year 2 (to December 2010)

- Targeted professional staff training completed and all CDB staff comfortable with applying gender analysis tools
- Training commenced for key BMC personnel
- GE fully integrated into existing Bank assessment tools; new GE tools developed
- GE integrated into PRS including Poverty Prism and Strategic Levers
- Criteria and priorities established for BMCs and CDB to access dedicated SDF 7 funds.
- Country Gender Assessments completed (3); pilot methodologies assessed and revised; 7 other Country Gender Assessments commenced

Year 3 (to December 2011)

- GE is integrated into CDB policies as they are revised
- Ongoing training for Bank and BMC staff as required
- Follow-up training of key BMC personnel

**FIGURE 1: INDICATIVE TIMETABLE FOR YEARS 1 & 2 OF
GENDER EQUALITY OPERATIONAL STRATEGY**

