



2019

CARIBBEAN DEVELOPMENT BANK

GENDER EQUALITY POLICY AND OPERATIONAL STRATEGY



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TABLE OF CONTENTS

ABBREVIATIONS	1
EXECUTIVE SUMMARY	2
PILLARS OF ACTION	3
PRINCIPLES OF IMPLEMENTATION	3
INTRODUCTION	4
PROBLEM ANALYSIS	6
EXTERNAL – REGIONAL AND GLOBAL DEVELOPMENTS	6
INTERNAL – ADVANCES AND CHALLENGES IN THE BANK	10
KEY LESSONS FROM THE EVALUATION OF THE 2008 GEPOS	12
THE GENDER EQUALITY POLICY AND OPERATIONAL STRATEGY 2019	13
OBJECTIVES	14
ACTION PILLARS	15
FRAMEWORK FOR THE 2019 GEPOS	16
EXTERNAL STRATEGY	16
INTERNAL STRATEGY	18
GUIDING PRINCIPLES	20
RESOURCING THE 2019 GEPOS	22
CONCLUSION: THE 2019 GEPOS AT A GLANCE	23
APPENDIX 1	25
APPENDIX 2	30
APPENDIX 3	34
END NOTES	37

ABBREVIATIONS

BMC	Borrowing Member Country
CARICOM	Caribbean Community
CDB	Caribbean Development Bank
GEPOS	Gender Equality Policy and Operational Strategy
IDA	International Development Assistance
ILO	International Labour Organisation
OECD	Organisation for Economic Cooperation and Development
OECS	Organisation of Eastern Caribbean States
OIE	Office of Independent Evaluation
SDG	Sustainable Development Goal
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UWI	University of the West Indies

Currency Equivalent

Dollars (\$) throughout refer to United States dollars unless otherwise stated

EXECUTIVE SUMMARY



The 2019 GEPOS affirms CDB's commitment to corporate values that uphold diversity and inclusion. It reflects on regional gender issues highlighting patterns of inequalities, and opportunities for equality across all sectors. It is set against the unfolding global realisation that the benefits of achieving gender equality are tied to human rights and economic growth while the costs of gender inequality pose risks to productivity and threaten investment opportunities and gender justice.

Gender equality refers to the equal rights, responsibilities and opportunities of women, men, girls, and boys, and

equal power to shape their own lives and contribute to society. It goes beyond the narrower concept of gender equity, which primarily concerns fairness and justice regarding benefits and needs. Gender equality also refers to the transformational commitment, needed to make equal rights and equal power a reality within the human rights agenda. It requires that the interests, needs and priorities of females and males, and vulnerable populations be taken into consideration, in recognition of the great diversity within these groups.

Gender equality benefits women and men, girls, and boys, and should be of concern to all. In its vision for the GEPOS, the Bank is

committed to non-discrimination in any form, including sex, disability, race, class, ethnicity, age, nationality, religion, and sexual orientation. A glossary of terms can be found in [Appendix 1](#).

With the 2019 GEPOS, CDB commits to gender equality as an intrinsic component of the Bank's international development mandate and its strategic direction emphasising that gender equality is a priority for advancing poverty reduction in the Caribbean. The Bank will strengthen its focus on integrated approaches through gender mainstreaming while committing to explicit gender-targeted outputs that address gender inequalities through all of the Bank's policy dialogue and operations.

PILLARS OF ACTION

The 2019 GEPOS is framed by nine strategic pillars of action. Five of the pillars are aligned to the 2019 GEPOS externally focussed objective "Enhancing gender equality in Borrowing Member Countries (BMCs)" while the other four address issues that are linked to the internally focussed objective of "Enhancing gender equality in CDB". The 2019 GEPOS is aligned with the strategic direction of CDB.

The five action pillars comprising the external gender equality strategy of the Bank are: equitable access to infrastructure services for all; economic empowerment of all; education and training for all; combatting gender-based violence for all; and resilience for all. The

other four action pillars of CDB's internal gender equality strategy are: work-life balance for all; CDB's core values for the benefit of all; equitable treatment and empowerment of all; and safety and security for all.

PRINCIPLES OF IMPLEMENTATION

Five guiding implementation principles underscore the nine action pillars. These principles are: advocacy; partnerships and policy dialogue with multiple and diverse stakeholders; inclusive and participatory approaches that acknowledge diversity of social groupings; a dual-track approach of gender mainstreaming and gender-targeted support; institutional strengthening in BMCs; and enhancing leadership for, and increasing compliance with, gender equality.

The action pillars and implementation guidelines are intended as broad visionary programming areas and approaches for advancing and monitoring the Bank's contributions and commitments to gender equality. The GEPOS results framework focuses on outcomes whereas outputs contributing to those outcomes will be captured at the project level. Targets for the strategic pillars will not be set in the GEPOS but via CDB's sector policies and will be monitored via a Gender Equality Action Plan, which will direct the implementation of the GEPOS. The GEPOS Results Framework also commits to organisational performance indicators setting targets at this level.

INTRODUCTION



Since the mid-1990s CDB has designated poverty reduction, supported by sound governance systems as a critical complement to the goal of inclusive and environmentally sustainable economic growth¹. In its work in poverty reduction the Bank has contended with the gender-related manifestations of how males and females experience poverty, their differences in coping strategies, and the availability of options to exit from situations of material and psychological deprivation.

With the global economic recession in 2008, the launch of CDB's first GEPOS in 2008 was set against challenging

economic times. Gendered effects, generated by the crisis took the forms of increased hardships as governments' cutbacks on social spending caused an increase in gender-based violence, which is associated with higher levels of poverty and deprivation and the resorting to illegal channels to secure incomes; a route fearlessly pursued by mainly [young unemployed and under-educated males](#)².

In the 10 years since the 2008 GEPOS was first introduced to the Bank, much has changed in both the external and internal environments. While the 2008 GEPOS was undergirded by the Millennium

Development Goals, the revised 2019 GEPOS is aligned to the Sustainable Development Goals (SDGs)³. These goals have been adopted by governments worldwide and offer possibilities for innovation through diversity, responsive partnerships, and programming modalities for governments of BMCs that have signed on to the SDGs. In particular SDG 5, which explicitly speaks to gender equality and the empowerment of women and girls, opens a window of opportunity for increased action at the international, regional and national levels. Operating in the Caribbean context, CDB is committed to gender equality, which addresses the differential needs of males and females with respect to sustainable social, environmental, and economic development.

In keeping with the Bank's commitment to track the results of its investments in gender equality, the Office of Independent Evaluation (OIE) conducted an evaluation of the 2008 GEPOS in the first quarter of 2018. Their findings and conclusions informed this strategic revision exercise. The revised 2019 GEPOS responds to areas highlighted in the evaluation and aims to bring together a comprehensive and coordinated set of actions to further the gains of the 2008 GEPOS.

The exercise to revise the 2008 GEPOS was launched in May 2018, alongside the external evaluation of the GEPOS that was undertaken by OIE. The revision process entailed a broad range of consultations and gender sensitisation

sessions with about 150 internal and external stakeholders. Internally, sessions were convened with senior management and representatives of all departments, divisions and units, including technical and administrative staff, during which there were opportunities for reflection on the external and internal contexts that would influence the strategy. These sessions informed the development of a concept note, which formed the basis for broad-ranging stakeholder consultations to arrive at the 2019 GEPOS.

The series of internal meetings afforded staff the opportunity to set gender targets and consider actions to promote gender equality. Externally, representatives of national gender machineries and permanent secretaries of ministries with the remit for gender met at the Bank for a capacity building workshop designed to enhance their facilitation skills for advancing gender equality in BMCs. Development partners participated in a meeting at which programme intentions were shared and potential synergies with the 2019 GEPOS were identified.

PROBLEM ANALYSIS



EXTERNAL – REGIONAL AND GLOBAL DEVELOPMENTS

The economic benefits of achieving gender equality are now widely cited in the rationale for economic growth. The 2017 Global Gender Gap Report quantified the potential contribution of gender equality to the gross domestic product of the world's major economies to be in the trillions of dollars⁴. Meanwhile, the cost of gender inequality linked to crime and violence, including domestic violence, is considered to pose risks to productivity and to threaten investment opportunities⁵.

As gender equality planning has assumed increasing prominence in the work of

the multilateral banking community, institutions such as CDB, the World Bank and the Inter-American Development Bank have made significant strides in enforcing the gender dimensions in their policies, programmes, and lending operations. The World Bank, for example, has urged its managers to “develop a renewed strategy for gender equality, with more ambitious targets, a new methodology for measuring progress, and an agenda for pushing ahead on new frontiers with [transformational impacts](#)”⁶. Among CDB's bilateral donor agencies, the Government of Canada stands for promulgating a feminist policy to underwrite its global foreign aid interventions.

Alongside the elevated interest in gender equality has been the expansion of finance and technical expertise targeted for gender equality planning. The OECD has documented the increase in the global pool of resources available, reporting that in 2015–2016, an unprecedented average of \$41.7 billion per year, corresponding to 37% of bilateral aid was allocated to gender equality and women's empowerment in 2015–2016⁷.

Support for gender equality is further boosted by policy dialogue and reform, linking gender issues to socioeconomic characteristics. These attributes are embedded in the principle of intersectionality, which recognises the interrelatedness of socioeconomic features, such as sex, gender identity, race, ethnicity, class, age, religion, sexual orientation, and physical ability.

There is increasing pressure in the development landscape to ensure awareness, commitment, and accountability for integrating safeguards across all investments. Safeguard policies cover a range of social and environmental considerations to ensure that development projects do no harm. It is increasingly recognised that gender equality actions are essential for protecting vulnerable groups and achieving social safeguard objectives⁸.

Regionally, a number of changes since 2008 characterise the landscape for gender planning. In 2017, economic setbacks inflicted by brutal weather conditions further depressed the economic prospects for many BMCs and average growth of only 0.5% was recorded for the Region⁹. Unemployment

levels were above 10% for most BMCs¹⁰. The relationship between poverty, gender and unemployment documented in all country poverty assessments demonstrates the importance of analysing gender in all macroeconomic decision making.

An overview of gender-related trends in the sectors and areas of interest to the Bank indicates that:

- 1. Poverty:** the country poverty assessments have shown that female heads of households can be more susceptible to poverty ¹¹although in some countries, poverty levels are comparable for male and [female heads of households](#)¹². Poverty experienced by male and female heads is influenced by higher dependency ratios and the larger number of occupants typical of female-headed households, as well as the economic disadvantages associated with unpaid labour provided for domestic and caring roles in the home. Among other contributing factors is the high prevalence of females in low-skilled and low-paying wage employment.
- 2. Employment:** there has been an increase in the labour force participation rates of women in some countries, although the regional average continues to represent a higher proportion of men. Adult unemployment levels are higher for females in most countries although, according to 2015 data, there are departures from the regional trend in [Saint Lucia and Jamaica](#)¹³. Labour market segmentation determines in which sectors women and men work,



as well as their hierarchical positions within enterprises. For example, women's and men's labour market choices tend to reflect traditional gender roles within households with women predominantly occupying care and service-related jobs. These types of occupations are often under-paid, under-valued and precarious. The gender gap demonstrates that males are more prominent in ownership of enterprises and as employers. Gender-linked wage disparities persist with evidence of male earnings above female earnings by up to 27%, according to [recent studies](#)¹⁴. With technological change advancing for example through automation and digitisation, [there is an increased risk of greater gender inequality](#)¹⁵.

3. **Education:** at the student level, there is the phenomena of more male dropouts at the secondary level and the widening gender gap in participation at the tertiary level where females surpass males in enrolment and graduation. There

still exists gender stereotyping in subject selection, insufficient gender sensitisation of managers and inadequate gender socialisation of teachers to provide gender responsive learning experiences for both male and female students. A number of structural factors affect performance of both male and female students, including: school type, socio-economic status, school administration (church-run versus state-run), school location (urban v rural), curricula (traditional v technical), and type of school attended before secondary level.

It becomes pertinent therefore, to explore the intersection between class and gender to understanding enrolment and certification. Despite the numerical female advantage in institutions of higher learning, women remain disproportionately under-represented in the labour force, in top leadership positions within the public and private spheres, are overrepresented in the unemployed labour force, have higher job seeking

rates than men and, on average, earn less than their male colleagues at all levels of educational achievement. The combined effect of these gender issues reinforces the suboptimal use of human capital with potential harming effects on sustainable economic growth and equality.

4. Crime and violence: gender-based violence is a major indicator of gender inequality with persisting threats that affect women and girls disproportionately. Incest and human trafficking are other forms of gender-based violence that the Region confronts¹⁶. The search for answers to rising crime and violence mainly among males has drawn attention to the link between socio-cultural interpretations of masculinities and [gang violence](#)¹⁷. Areas which require further exploration are the interrelationships between femininities and masculinities.

5. Environment: the inequalities that characterise gender relations in the wider society are reflected in how women and men cope with natural disasters and climate crises. The degree of access to financing and to viable livelihood opportunities in the process of constructing more resilient communities and homes, and rebounding after natural disasters are grounded in gender relations and their impact on economic investments and outlooks.

In 2018, 17 BMCs¹⁸ participated in a survey to assess programming priorities and gaps of national gender machineries and potential synergies with the Bank. Opportunities for collaboration with CDB

were suggested as follows: financial support for gender equality programmes, including data collection systems; capacity building through the provision of technical assistance in gender mainstreaming; training of BMC staff in gender analysis; and gender policy development and implementation.

Thematic areas of interest were identified as: economic empowerment of women; gender-based violence; and gender equitable governance and leadership. Openings for dialogue with key ministries of finance and planning were also considered as beneficial alliances that could be cultivated with the assistance of the Bank, as were provisions for improving monitoring and evaluation systems. [Appendix 2](#) provides the breakdown of the thematic areas of interest identified by the national gender machineries.

**Gender-linked
wage disparities
persist with
evidence of male
earnings above
female earnings
by up to**

27%



INTERNAL – ADVANCES AND CHALLENGES IN THE BANK

CDB has made commendable progress since the GEPOS was launched in 2008 when it was observed that the Bank was falling behind other multilateral development banks in responding to gender inequality¹⁹. There is an emerging consensus that the Bank's interventions have yielded returns, notably on the technical inputs provided by gender specialists and through the instruments that have been integrated in project cycle management. Exemplary progress on integrating gender into some sector strategies (for example the private sector and education), and the development of technical guidance notes, covering eight sectors of Bank operations, have improved the knowledge base and added to the technical capacity within the Bank.

The Bank has advanced its commitment to gender equality by supporting important initiatives in early childhood education, education implementation

guidelines, and recent collaboration with UN Women on gender-based violence prevalence studies. The memoranda of understanding signed with UWI and UN Women are indications of widening the range of partners that can directly contribute towards advancing gender equality.

Indications are that the majority of staff involved in the Bank's core operations are incorporating gender analysis in their work on a routine basis through the use of in-house gender expertise, the gender marker, and independent research. As much as the gender marker has taken institutional root, the notion that it is instrumental was also challenged during the consultations.

Within the Bank, there is general agreement on the need to improve gender planning systems to become more responsive in a competitive lending environment. There is a consensus among development partners that gender equality is necessary, both from a human rights and from an efficiency perspective,



and there is more and more evidence of the link between gender equality and economic growth in the Region.

There is potential to develop and strengthen institutional linkages and partnerships with regional and multinational development entities to remove barriers to gender equality. These linkages can be enhanced directly with BMC governments, and indirectly through the Caribbean Community (CARICOM) and the Organisation of Eastern Caribbean States (OECS) Secretariat, which maintain organic inter-governmental relationships, and through other partner organisations.

CDB's purpose statement, staff rules and regulations, and recently articulated core values position CDB as an equal opportunity employer that does not discriminate on the basis of race, sex, or religion. While the Bank has made commendable advances in responding to a more demanding workforce that is reaching for an equitable and enabling environment for men and women to thrive in their chosen field of work, there is

still more to be done to close the gender gap or reduce unconscious bias. Some key areas have surfaced in the discourse on gender equality within the Bank that relate to work-life balance, workplace behaviour, equitable treatment and empowerment, and safety and security.

The Bank has advanced its commitment to gender equality by supporting important initiatives in early childhood education, education implementation guidelines, and recent collaboration with UN Women on gender-based violence prevalence studies.

KEY LESSONS FROM THE EVALUATION OF THE 2008 GEPOS

Recommendations from the evaluation conducted in 2018 point to areas in which the Bank can advance both the internal capacity to grow its gender responsiveness, as well as maximise opportunities in the external environment to reinforce the impact of its efforts. Among the findings and conclusions, the report addresses are:

- the need for conceptual clarity to change misperceptions about gender equality, which might trigger resistance and a lack of understanding in BMCs and within the Bank
- a stronger partnership with the national gender machineries
- a more consistent approach along the policy cycle
- maximising linkages between and among different types of programming
- greater leverage of policy-based loans to support policy reforms, capacity-building through public sector training programmes²⁰
- linking gender equality more clearly to the other development goals of the Bank
- partnering with regional institutions, such as CARICOM or UWI, and international development partners to leverage impact
- continuous production of evidence and knowledge products, such as the Country Gender Assessment publications
- the need to improve accountability and learning systems with attention to gender equality in work planning and performance reviews to hold individual staff members accountable
- tracking gender change at outputs and outcomes levels
- analysing data to demonstrate the effectiveness of gender mainstreaming and gender-targeted projects; and applying lessons learned to improve the way gender is mainstreamed in the Bank.

It is further proposed that a new gender equality action plan be developed to guide the implementation of the revised GEPOS.

THE GENDER EQUALITY POLICY AND OPERATIONAL STRATEGY 2019



Operating in the Caribbean context, CDB is committed to gender equality which addresses the differential needs of males and females with respect to sustainable social, environmental and economic development. CDB is committed to an approach in which gender equality is considered as part of a broader framework of socio-economic and political attributes, opportunities and relationships that influence power and access to and benefits of development resources. This approach posits that the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys, as well as the relations between women and those between men are socially constructed and entrenched in structural norms. [These characteristics are context- and time-specific and changeable](#)²¹.

Through the 2019 GEPOS, CDB will advance gender equality by recognising the equal rights, responsibilities, and opportunities of women, men, girls and boys, including equal power to shape their own lives and contribute to society. Gender equality goes beyond the narrower concept of gender equity, which primarily concerns

fairness and justice regarding benefits and needs. Gender equality also refers to the transformational commitment needed to make equal rights and equal power a reality, within the human rights agenda. It requires that the interests, needs, and priorities of females and males be taken into consideration, in recognition of the great diversity within these groups. Gender equality benefits women and men, girls, and boys, and should be of concern to all²². In its vision for the GEPOS, the Bank is committed to non-discrimination in any form, including sex, disability, race, class, ethnicity, age, nationality, religion, and sexual orientation.

CDB commits to gender equality as an intrinsic component of the Banks international development mandate and a critical aspect for advancing poverty reduction in the Caribbean. The Bank will strengthen its focus on integrated approaches through gender mainstreaming while also committing to explicit gender-targeted outputs that address the root causes and manifestations of gender inequalities through all Bank policy dialogue and operations.



OBJECTIVES

The 2019 GEPOS seeks to build on previous achievements within the framework of changes in the global and regional responses to gender inequality. The revised GEPOS will be implemented in a regional and global environment that is more aware of the pitfalls of gender inequality and related social, economic and political ailments. This will create opportunities for the Bank to cultivate partnerships around specific gender equality initiatives that development partners are pursuing

OBJECTIVES OF THE 2019 GEPOS

1. ACHIEVING GENDER EQUALITY IN BMCS
2. ACHIEVING GENDER EQUALITY IN CDB

To achieve the objectives stated above, GEPOS is framed around nine action pillars and five guiding implementation principles, which have been subject to consultations within the Bank, with national gender machinery representatives, permanent secretaries of ministries with a gender remit, and development partners.



ACTION PILLARS

Five pillars of action are aligned to the external strategy of the Bank and aim at achieving objective 1 – Achieving gender equality in BMCs. These are:

- a. Equitable access to infrastructure services for all;
- b. Economic empowerment of all;
- c. Education and training for all;
- d. Eliminating gender-based violence for all; and
- e. Resilience for all.

The other four action pillars address internal strategic issues in CDB and are linked to objective 2 – Achieving gender equality in CDB. These are:

- a. Work-life balance for all;
- b. CDB's core values for the benefit for all;
- c. Equitable treatment and empowerment of all; and
- d. Safety and security for all.

The pillars with exemplary actions are detailed in Figures 3.1 and 3.2.

FRAMEWORK FOR THE 2019 GEPOS

EXTERNAL STRATEGY

Objective:

Achieving gender equality in
Borrowing Member Countries



ACTION PILLAR 1

Equitable access to
infrastructure services
for all

Exemplary actions:

Include gender considerations into infrastructure interventions to expand access to services and the formal labour market.

Integrate gender-related safeguards such as a code of conduct for workers or sensitisation on gender-based violence/sexual exploitation, abuse and harassment into infrastructure projects.



ACTION PILLAR 2

Economic
empowerment of all

Exemplary actions:

Increase financial literacy and access to finance.

Tailor financial products; and provide business advisory services taking into account the differential needs of women and men.

Integrate gender considerations into macroeconomic reforms.

Put systems in place for addressing the burden of care.

Support legislative reform that impacts women's participation in business.
Increase technological skills and access to tech jobs by women



ACTION PILLAR 3

Education and training
for all

Exemplary actions:

Support gender-responsive curriculum reform.

Sensitise parents, teachers, principals and other relevant staff on gender and unconscious bias; facilitate re-entry systems for males exhibiting behavioural issues and adolescent/teenage mothers, and parenting support for young mothers and fathers.

Improve the school to work transition, particularly for young men

Establish systems/programmes to retain students, e.g. early identification mechanisms of at-risk students (males and females)

EXTERNAL STRATEGY

Objective:

Achieving gender equality in Borrowing Member Countries



ACTION PILLAR 4

Eliminating gender-based violence for all

Exemplary actions:

Support country-based systems for victims and perpetrators of gender-based violence.

Promote advocacy and public education to encourage behavioural change by men, women, boys and girls.

Provide training in conflict resolution techniques and non-violent communication. Establish preventive measures at all levels of the education system.



ACTION PILLAR 5

Resilience for All

Exemplary actions:

Provide psychosocial and livelihoods support to those most in need.

Increase preventative and curative measures to combat any form of violence after disasters (particularly for persons in shelters)

INTERNAL STRATEGY

Objective:

Achieving Gender Equality in CDB



ACTION PILLAR 6

Work-life balance for all

Exemplary actions:

Review jobs, workload and optimum workforce required

Optimal arrangements for reconciling productive (work life) and reproductive (home life) roles and responsibilities.

Develop supportive work-life balance policies, programmes and benefits based on the differential needs of male and female staff.



ACTION PILLAR 7

CDB's core values for the benefit of all

Exemplary actions:

Code of conduct refreshed and attested.

Development of a sexual harassment policy.

Accountability mechanisms strengthened and training (including diversity) conducted. Team behaviours modelled and rewarded.

INTERNAL STRATEGY

Objective:

Achieving Gender Equality in CDB



ACTION PILLAR 8

Equitable treatment and empowerment of all

Exemplary actions:

Enhanced governance mechanisms to facilitate equitable treatment and empowerment of male and female staff across all levels of the organisation in human resources processes.

Equal opportunities provided for talent acquisition and development.

Gender pay audits institutionalised as part of compensation policy.



ACTION PILLAR 9

Safety and security for all

Exemplary actions:

Develop gender security risk management plan, including provision for travel and assignment to high-risk destinations.

Train staff in the avoidance of potential crime and violence situation against female and male staff.

GUIDING PRINCIPLES

The action pillars are accompanied by guiding principles for implementation that constitute the enabling environment for the advancement of gender equality in BMCs and CDB. They promote the inclusion of gender equality in all spheres of the Bank's corporate and operational domains, reaching for synergies between the gender planning processes and the broader organisational architecture. The five guiding principles are:

Advocacy, dialogue, and partnership:

Promotes gainful partnerships and policy dialogue with stakeholders, including BMCs, the private sector, multilateral and bilateral donors, and civil society organisations, as well as special interest groups for social change, e.g. youth. Engaging men and boys will be central to achieving change and to overcoming resistance to gender equality.

Intersectionality, participatory, and inclusive perspectives and approaches:

Recognises that social groupings (including women, men, boys, girls, persons with abilities, ethnicity, persons with varied sexual orientation, and the elderly) are not homogenous; and ensures a comprehensive understanding of the multiple factors that determine social and economic outcomes.

Dual-track approach:

Commits to both gender mainstreaming and gender-targeted support. A strategic approach will focus on identifying the gaps that exist between men and women relevant to projects and working towards closing those gaps. This entails identifying and addressing the root causes of gender inequality. The research and knowledge production function of the Bank will support the dual-track approach.

Institutional strengthening in BMCs:

Provides resources for BMCs to strengthen governance and promote more efficient, gender-balanced policy formulation and implementation by assisting CARICOM and OECS to support national gender machinery, strengthening civil society organisations, supporting the participation of national gender machinery in CDB's investment projects and country strategies via country gender action plans as well as strengthening gender capacity within the ministries of finance, planning, economic and social development and other institutions.

Enhancing leadership for and increasing compliance with gender equality:

points to strengthening accountability systems, reporting and diagnostic tools to support the integration of gender into all areas of the Bank. It further encompasses capacity building of CDB staff to improve understanding of concepts and relevance of gender equality in BMCs and communication products, which assist in messaging around gender equality.

Results Monitoring:

CDB focuses on strengthening the reporting infrastructure for monitoring of gender results and continuous improvement of data systems for gender-specific and gender-mainstreamed projects. A results framework is presented in Appendix 3 of the GEPOS. The strategic pillars are intended as broad visionary programming areas and approaches for advancing and monitoring the Bank's contributions and commitments to gender equality. The GEPOS results framework focuses on outcomes whereas outputs contributing to those outcomes will be captured at the project level. Targets for the strategic pillars will not be set in the GEPOS but via CDB's sector policies and will be monitored via a gender equality action plan, which will direct the implementation of the GEPOS. The GEPOS results framework also commits to organisational performance indicators setting targets at this level.



RESOURCING THE 2019 GEPOS

In support of Caribbean commitments towards implementation of the 2030 Agenda for Sustainable Development and in alignment with CDB's policy commitment, the Bank recognises that sustainable advances in gender equality will require resources.

1. Future human resource strategies will take into account gender equality issues. There is a planned organisational redesign, which will consider the skills and structure that will be required to support the 2019 GEPOS, how gender will be championed and resourced and how to establish incentives for performance.
2. Concerning the financial resourcing of gender equality works, the Bank will continue to raise awareness about increasing funding for gender equality through various channels and in dialogue with its member countries.



CONCLUSION: THE 2019 GEPOS AT A GLANCE

POLICY STATEMENT

CDB commits to gender equality as an intrinsic component of the Bank's international development mandate and a critical aspect for advancing poverty reduction in the Caribbean. As such, the Bank will strengthen its focus on integrated approaches (gender mainstreaming) while also committing to explicit activities (gender-targeted) that target the root causes and manifestations of gender inequalities through all Bank policy dialogue and operations.

Strategic objective 1

Achieving gender equality
in BMCs

Strategic objective 2

Achieving gender equality in
CDB

Action Pillars

- Equitable access to infrastructure services for all
- Economic empowerment of all
- Education and training for all
- Eliminating gender-based violence for all
- Resilience for all
- Work-life balance for all
- CDB's core values for the benefit of all
- Equitable treatment and empowerment of all
- Safety and security for all

Principles of implementation

Advocacy, dialogue and partnership

Intersectionality, participatory and inclusive perspective and approaches

Dual-track approach

Institutional strengthening in BMCs

Enhancing leadership for and increasing
compliance with gender equality

APPENDIX 1

Glossary of gender concepts and related terms²³

Development approach	<p>Gender and Development approach refers to an analytical method in which gender is considered as part of a broader framework of socioeconomic and political relationships that influence power and access to and benefits of development resources</p> <p>A Women in Development approach seeks to integrate women into the development process through programmes that target women as a special group.</p>
Gender	<p>Gender refers to the social attributes and opportunities associated with being male and female and the relationships between women and men, and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context and time-specific and changeable.</p>
Gender analysis	<p>Men and women both perform different roles. This leads to women and men having different experiences, knowledge, talents and needs. Gender analysis explores these differences and identifies inequalities, so policies, programmes and projects can be designed and developed to meet the different needs of men and women.</p>
Gender balance	<p>Participation of an even number of males and females in an activity or in an organisation. Examples are representation in committees or in decision making structures.</p>
Gender blind	<p>This term refers to the failure to recognise that the roles and responsibilities of men and boys, and women and girls are assigned to them in specific social, cultural, economic, and political contexts and backgrounds.</p>
Gender Development Index	<p>The Gender Development Index measures the gender gap in human development achievements in three basic dimensions of human development: health, measured by female and male life expectancy at birth; education, measured by female and male expected years of schooling for children²⁴.</p>

APPENDIX 1

Gender disaggregation of data	The collection of data on males and females separately in relation to all aspects of their functioning: ethnicity, class, caste, age, and location.
Gender equality	Gender equality refers to the equal rights, responsibilities, and opportunities of women, men, girls, and boys, and equal power to shape their own lives and contribute to society. It encompasses the narrower concept of gender equity, which primarily concerns fairness and justice regarding benefits and needs ²⁵ .
Gender equity	Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different, but which is considered equivalent in terms of rights, benefits, obligations and opportunities ²⁶ .
Gender identity	A person's internal, deeply felt sense of their own gender, regardless of biological sex.
Gender mainstreaming	<p>Gender mainstreaming means ensuring that gender perspectives and attention to the goal of gender equality are central to all activities, such as policy, programming, and advocacy, and in all phases: planning, implementation, monitoring, and evaluation.</p> <p>A transformative process that takes account of gender equality concerns in all policy, programme, administrative and financial activities, and in organisational procedures²⁷.</p> <p>Gender mainstreaming has been embraced internationally as a strategy towards realising gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men and combating discrimination.</p> <p>Within CDB, gender mainstreaming refers to the integration of gender-responsiveness into operational activities (projects, technical assistance, training) of the Bank.</p>

APPENDIX 1

Gender Parity Index	The ratio of female to male of a given indicator. The index measures progress towards gender parity in education participation and/or learning opportunities available for females in relation to those available to males. It also reflects the level of women's empowerment in society. A gender parity index equal to 1 indicates parity between females and males. In general, a value less than 1 indicates disparity in favour of males and a value greater than 1 indicates disparity in favour of females.
Gender relations	Ways in which a culture or society prescribes rights, roles, responsibilities, and identities of women and men in relation to one another.
Gender responsiveness	Gender responsiveness means that a policy, project or approach is informed by an awareness of the causes and effects of inequality within gender norms, roles and relations, the impact of the particular intervention, and that measures are taken to actively address causes and reduce those effects that pose barriers to gender equality.
Gender sensitivity	Gender sensitivity is often used interchangeably with the term gender responsiveness. Some assign this a distinct descriptive value on a continuum indicating the degree of integration of a gender perspective in any given project.
Gender target	Gender-targeted approaches identify specific areas of marked inequality (for specific populations in a specific country or for a specific aspect of inequality), analyse the underlying factors contributing to this inequality, and design and implement interventions that target those factors. Targeted approaches are an important complement to mainstreaming approaches for advancing gender equality.
Gender transformation	Interventions that go beyond gender responsiveness and specifically aim at transforming unequal gender relations to promote shared power, control of resources, decision-making, and support women's and girls' empowerment.

APPENDIX 1

Intersectionality	Intersectionality highlights the interconnected nature of social categorisations, such as race, class, gender, poverty status, age, ethnicity, sexual orientation, disability, and others, as they apply to a given individual or group. It is used as a framework of analysis to study, understand and respond to the ways in which subjects experience overlapping and interdependent systems of advantage or disadvantage, respectively, and discrimination (including racism, sexism, ableism, classism, based on personal characteristics and identities). Intersectionality can inform research, policy, and practice.
Intersex	Intersex denotes a number of different variations in a person's bodily characteristics that do not match strict medical definitions of male or female. These characteristics may be chromosomal, hormonal or anatomical and may be present to differing degrees ²⁸ .
Practical (gender) needs	Practical (gender) needs refer to what women or men perceive as immediate necessities, such as water, shelter, and food.
Reproduction (in terms of gender analysis)	This encompasses the care and maintenance of the household and its members, such as cooking, washing, cleaning, nursing, childbearing, childcare, shelter building and maintaining. This work is normally unpaid and is not counted in conventional economic statistics.
Sex	The biological differences between men and women, which are universal, obvious and generally permanent. Sex refers to biological characteristics, which define humans as female or male. However, these biological characteristics are not mutually exclusive, as there are individuals who possess both ²⁹ .
Strategic (gender) interests	Interventions addressing strategic gender interests focus on fundamental issues related to women's (or, less often, men's) subordination and gender inequities. Strategic gender interests are long-term, usually not material, and are often related to structural changes in society regarding women's status and equity. They include legislation for equal rights, reproductive choice, and increased participation in decision-making.

APPENDIX 1

LGBTQI	LGBTQI stands for lesbian, gay, bisexual, transgender, queer, and intersex. While these terms have increasing resonance, different cultures use different terms to describe people who have same-sex relationships or who exhibit non-binary gender identities (such as hijra, meti, lala, skesana, motsoalle, mithli, kuchu, kawein, muxé, fa’afafine, fakaleiti, hamjensgara and two-spirit.) ³⁰
Sexual orientation	Sexual orientation refers to a person’s physical, romantic or emotional attraction towards other people. Everyone has a sexual orientation, which is part of their identity ³¹ .
Triple roles	As reproductive and caring roles are held mainly by women, they experience what has been referred to as the burden of care. Triple roles refer to the reproductive, productive and community managing roles. The values assigned to these responsibilities affect the way women and men set priorities in planning programmes or projects ³² .



APPENDIX 2

Breakdown of the thematic gender priorities identified by 17 national gender machineries

	Gender-based violence	Economic empowerment	Governance Political Participation	Gender mainstreaming/ Gender focal point
Anguilla	•			•
Antigua and Barbuda	•	•	•	
Bahamas			•	
Barbados	•	•	•	•
Belize	•			•
Cayman Islands	•			•
Dominica	•	•		•
Grenada	• ¹	•		•
Guyana	•	•	•	
Haiti	•	•	•	
Jamaica	•	•		•
Saint Lucia	•		• ²	
St Kitts and Nevis	•	•		
Suriname	•	•	•	
St Vincent and the Grenadines		•		
Trinidad and Tobago	•			• ³
Virgin Islands	•	•	•	•
Total	15	11	8	9

¹ Including sexual harassment

² Governance and strengthening of national gender machinery

³ And gender-responsive budgeting

APPENDIX 2

	Health	Policy Legislation/ Law reform	Climate change disaster risk reduction	Education	Sexual harassment
Anguilla		•			
Antigua and Barbuda	•		•	•	
Bahamas					
Barbados					
Belize					
Cayman Islands					•
Dominica	•				
Grenada		•			•
Guyana	•	•		•	
Haiti	•			•	
Jamaica		•			•
Saint Lucia	• ⁴	•	•		
St Kitts and Nevis					•
Suriname	•	•		•	
St Vincent and the Grenadines					
Trinidad and Tobago			•		
Virgin Islands	•		•		
Total	7	6	4	4	4

⁴ Sexual and reproductive health care and rights

APPENDIX 2

	Men's participation in family; engaging men and boys	Human rights/ Justice	Information management	Social protection
Anguilla				
Antigua and Barbuda		•		
Bahamas				
Barbados				
Belize				
Cayman Islands	•			
Dominica				•
Grenada				
Guyana			•	
Haiti				
Jamaica	•	•		
Saint Lucia				
St Kitts and Nevis				
Suriname				
St Vincent and the Grenadines				
Trinidad and Tobago				
Virgin Islands	•			
Total	3	2	1	1

APPENDIX 2

	Human trafficking	Men's health	HIV/AIDS	Private sector
Anguilla			•	
Antigua and Barbuda				
Bahamas				
Barbados	•	•		
Belize				
Cayman Islands				
Dominica				
Grenada				
Guyana				
Haiti				
Jamaica				
Saint Lucia				
St Kitts and Nevis				
Suriname				
St Vincent and the Grenadines				
Trinidad and Tobago				
Virgin Islands				
Total	1	1	1	1

APPENDIX 3

Results framework

Objective 1: Enhanced gender equality in BMCs

Strategic pillar	Outcome	Outcome indicator
Equitable access to infrastructure services by all	Equal access of women and men to water and sanitation, transportation, renewable energy/energy efficiency, education and training ensured.	% of women and men benefitting from water and sanitation, transportation, renewable energy/energy efficiency, and education infrastructure.
Economic empowerment of all	Gender-responsive business development services enhanced. Enabling environment for employees enhanced.	Number of female and male-owned micro, small and medium-sized enterprises, accessing business advisory and financial services. Number of gender policies in partner institutions (e.g., financial institutions) developed.
Education and training for all	Retention of at-risk students (male and female) in the education system increased. Gender stereotypes in subject selection changed.	Drop-out rates of males and females at secondary and post-secondary levels. Enrolment rates for males and females at secondary and post-secondary levels. % of female and male students in technical and vocational education and training subjects. % of females and males, studying science, technology, engineering and mathematics subjects. Number of BMCs, integrating gender into curricula.
Eliminating gender-based violence ¹ for all	Country systems to support victims and to reduce recidivism of perpetrators of gender-based violence enhanced.	Number of victims and perpetrators by sex, accessing services. Number of public awareness campaigns on gender-based violence conducted.

¹ Gender-based violence includes male-on-male, female-on-female, male-on-female and female-on-male violence and extends to youth at risk

Objective 2: Enhanced gender equality in CDB

Strategic pillar	Outcome	Outcome indicator
Work-life balance for all	Work-life balance policies developed.	% of staff reporting improved work-life balance disaggregated by sex, age, and job function.
CDB's core values for the benefit of all	Improved awareness of staff on code of conduct, in particular gender-based issues.	% staff trained (disaggregated by sex and job function) on: <ul style="list-style-type: none"> • code of conduct; • gender-based issues such as sexual harassment and/or gender-based bullying; and • respect for diversity in the workplace.
Equitable treatment and empowerment of all	Improved systems for equitable treatment and empowerment of women and men in the workplace.	<p>Number of resolutions to complaints or grievance for unfair treatment in human resources processes.</p> <p>Number of recommendations, based on gender analysis of policies and practices governing recruitment, pay, promotion or talent development implemented.</p>
Safety and security for all	Improved gender-responsive systems for health, safety and security in place.	Duty of care plan, including provisions for gender-specific risks implemented.

APPENDIX 3

Organisational performance indicators

The first three indicators are tracked to understand the progress of the Bank towards the implementation of the GEPOS. The other indicators measure the enabling environment for implementing the GEPOS with respective actions being identified and responsible divisions being identified in the gender equality action plan.

- 1. % of projects, rated as gender-mainstreamed or gender-specific – target: 90% by 2024
- 2. Gender equality action plan developed – target: 1 by 2020
- 3. % of projects on gender action plan implementing expected outputs – target: 80% by 2024

Enabling environment for implementing the GEPOS

Output	Output indicator
Data for evidence-based decision-making produced	Number of country gender assessments and knowledge products produced.
Gender capacities in CDB developed	Number of training programmes. Number of trainings, participants, disaggregated by sex.
Communication and advocacy tools for internal and external gender communication developed	Number of communication products developed.
Gender capacities in BMCs developed	Number of national gender policies and action plans supported. Number of gender capacity training programmes held. Number of trainings, participants, disaggregated by sex.

END NOTES

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