

CARIBBEAN DEVELOPMENT BANK



SPECIAL DEVELOPMENT FUND (UNIFIED)

**STATUS REPORT ON THE IMPLEMENTATION OF THE
GENDER EQUALITY POLICY AND OPERATIONAL STRATEGY**

February 2012

ABBREVIATIONS

AMT	-	Advisory Management Team
CDB	-	Caribbean Development Bank
CGA	-	Country Gender Assessment
CSP	-	Country Strategy Paper
CPA	-	Country Poverty Assessment
BGEC	-	Bank Gender Equality Champion
BMC	-	Borrowing Member Country
BNTF	-	Basic Needs Trust Fund
EOV	-	Evaluation and Oversight Division
GE	-	Gender Equality
GEA	-	Gender Equality Advisor
GEPOS	-	Gender Equality Policy and Operational Strategy
mn	-	million
NPRS		National Poverty Reduction Strategy
OO	-	Operations Officer
PCR	-	Project Completion Report
PM	-	Portfolio Manager
PRS	-	Poverty Reduction Strategy
RBM	-	Results-based Management
SP	-	sub-project

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1 INTRODUCTION

1.01 The Bank's Gender Equality Policy and Operational Strategy (GEPOS), Board Paper No. 72/08, was approved at the Two Hundred and Thirty-Fourth Meeting of the Board of Directors on December 10, 2008. The Gender Equality (GE) Policy is based on the premise that "measures which support increased GE lead to economic growth and poverty reduction," and positions the Bank *"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 analyse 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"*.

1.02 As a result, the GE Policy intends to achieve the following objectives:

- (a) 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.
- (b) 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, increased livelihood options and improve their quality of life in the changing global economy.
- (c) 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.

1.03 On the basis of these objectives, the GE Policy has eight Core Commitments, as follows:

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

1.04 The Operational Strategy as set within the GE Policy framework was designed to integrate GE into the Bank's Strategic Plan 2005-2009, the Poverty Reduction Strategic Levers and the SDF 7 Themes. The main components of the Operational Strategy are:

- (a) Adopting the GE Policy and implementing an effective strategy to communicate it to internal stakeholders.
- (b) Appointing a senior Gender Equality Advisor (GEA) to oversee the implementation of the Operational Strategy.
- (c) Assigning members of the Senior Management Group [now the Advisory Management Team (AMT)] as the "Bank GE Champion" (BGEC).

- (d) Using internal support mechanisms to foster increased understanding and acceptance of the GE Policy.
- (e) Integrating gender analysis throughout the Bank'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 and BMC staff, and undertaking necessary GE capacity building activities for the Bank and BMCs.
- (h) Implementing accountability mechanisms to ensure that GE issues are integrated in the Bank's operations.
- (i) Monitoring and evaluating the progress in implementing the Operational Strategy.

2. IMPLEMENTATION OF THE STRATEGY

2.01 The Bank has actively pursued the integration of GE in its operations. Following the Board of Directors' approval, several actions were taken to implement GEPOS in keeping with the schedule proposed in Board Paper No. 72/08. Progress has been made on some of the actions set out in the Board Paper, but implementation of the policy and strategy has also been affected by several factors.

2.02 Activities undertaken to date include the engagement of the Operations Officer (Gender and Development) [OO (Gender)] and the Operations Officer, Gender, Basic Needs Trust Fund [OO (Gender BNTF)] in December 2009. GE was incorporated as a cross-cutting theme in the Bank's Results-based Management (RBM) Cascade from 2009 and in the 2011-14 Strategic Plan. The OO (Gender) was assigned to some Country Strategy Paper (CSP) preparation teams, and participated in policy dialogue with these BMCs. Similar work was undertaken by Social Analysts on project appraisal exercises in conjunction with the OO (Gender) and this has resulted in the Bank being better able to apply gender-sensitive approaches to more of its development interventions, particularly those related to resilience building and recovery from disaster at the household and community levels. The Bank is actively engaged in recruiting a replacement OO (Gender) as the position became vacant in January 2012. In the meantime, work in this area continues to be undertaken by Social Analysts and the OO [Gender, BNTF]. Considerable support was also provided by the Portfolio Manager (PM) BNTF, utilising her expertise as a senior gender specialist.

2.03 The OO (Gender BNTF) provided support to operationalisation of GEPOS at the level of regional coordination of the BNTF Programme, and at the project and sub-project (SP) levels in the participating BMCs. In 2011, as part of regular supervision missions, gender sensitisation/training sessions were held with Project Steering Committee members and community representatives; presentations were made to Community Liaison Officers on 'Data Requirements for CDB Appraisal Process', with an emphasis on data on gender disparities; and SPs were appraised with gender analyses of beneficiary communities and gender impact assessments. Gender indicators and targets were developed for the BNTF Programme and are used for the analysis of sub-projects and monitoring of the programme.

2.04 In October 2010, approval was given by the Board of Directors to undertake a programme of Country Gender Assessments (CGAs) in 10 BMCs over a period of three years. The CGAs will provide the Bank with a framework and strategic planning base to assist in mainstreaming GE in sector programmes and operations in the BMCs. The assessments will also provide the Bank with relevant information to identify entry points for interventions to address gender inequality in the countries. The first three, Anguilla, Belize and St. Lucia, were completed in Q4 of 2011 and will be used across the Bank to assist in addressing their pertinent GE concerns, and to identify other appropriate interventions in these countries. The lessons learnt from these CGAs will be used to design the three (3) scheduled for 2012 and remaining four (4) in 2013.

2.05 To support efforts to build capacity for gender mainstreaming in the BMCs, financial assistance was provided by the Bank to facilitate the participation of 30 students from its BMCs at two cycles of the University of the West Indies, Institute for Gender and Development Studies' summer training

programme in gender and development. The Bank is also in the process of formulating a training programme for further sensitisation of staff and to advance the mainstreaming of GE in the Bank's operations. This programme, which will be informed by a training needs assessment, will equip staff with the knowledge and tools needed to support the implementation of the GE objectives of the Bank and its BMCs. The training programme is scheduled to begin in the first quarter of 2012.

2.06 Financial resources have also been allocated for other components of GEPOS. These are:

- (a) Staffing cost for recruitment of the GEA.
- (b) Revision of the Bank's Poverty Reduction Strategy (PRS).
- (c) Training of BMC officials.
- (d) Capacity building/training in BMCs.
- (e) Equipment to support Gender Offices in BMCs.
- (f) Funding of Country Pilot Projects.
- (g) Monitoring and evaluation.

Some of these activities are scheduled to commence in 2012.

2.07 Tables 1 to 4 provide implementation details under the following key components of the strategy:

- (a) Commitment: Building Support for GE.
- (b) Allocating Resources to Achieve GE Results.
- (c) Developing Capacity and Skills for CDB Stakeholders.
- (d) Accountability for GE Results.

TABLE 1: COMMITMENT: BUILDING SUPPORT FOR GE

Bank Activity/Process	Actions to Integrate GE	Proposed Timeframe	Status
<i>Integrating GE into Policies and Strategies</i>			
Strategic Plan 2005-09.	Integrate GE into Strategic Plan .	Upon revision	GE was adopted as a cross-cutting theme in the 2010-14 Strategic Plan.
RBM Cascade of Strategic Objectives 2005-09.	Integrate GE to be integrated throughout the RBM Cascade.	Annually	GE was incorporated as a cross-cutting theme in the Bank's RBM Cascade from 2009.
GE Results Framework	Create a tool to link the GE Policy and RBM Cascade.	September 2009	Not yet done.
PRS and PRS Toolkit.	<ul style="list-style-type: none"> • Revise to ensure language is gender-sensitive and incorporate gender analysis and implications for Bank programming throughout. • Revise PRS toolkit and sectoral checklists to ensure that GE issues are addressed. • Streamline consistency of checklists and tools in respect of Social Analysis, Environment and Disaster Risk Reduction. 	August- November 2009	To be scheduled after completion of evaluation of the PRS by the Evaluation and Oversight Division (EOV).
All Other CDB Policies and Strategy Papers.	Undertake a comprehensive gender analysis and specific actions of all policies and strategies to address gender inequalities when each is revised.	2010-11	To be scheduled along with revision of each policy and strategy.

Bank Activity/Process	Actions to Integrate GE	Proposed Timeframe	Status
BGEC	Assign members of AMT as BGEC.	Starting December 2008	Assigned, but work on establishing the framework for performance of the role is in progress.
<i>Communication of policy and strategy</i>			
Promoting understanding and buy-in within CDB. Disseminate to key contacts in BMCs.	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	A formal communication strategy is not yet developed but staff with expertise in GE are actively engaged in promoting GE in initiatives funded by the Bank.

TABLE 2: ALLOCATION OF RESOURCES TO ACHIEVE GE RESULTS

Bank Activity/Process	Actions to Integrate GE	Proposed Timeframe	Status
<i>Financial Resources</i>			
Mobilising an amount of approximately USD3.9 million (mn) to implement GEPOS.	Allocate required funds from SDF 7.	February 2009	Allocated USD4.0 mn in SDF 7.
<i>Human Resources</i>			
GEA	Appoint GEA to be responsible for the overall management and implementation of GEPOS.	June 2009	Recruitment started. In the interim, the Bank has utilised the services of the PM, BNTF, who is an experienced gender specialist.
OO (Gender).	Appoint OO (Gender) to provide technical support to the GEA.	Ongoing to Q2, 2009	Filled December 2009. Currently vacant but recruitment started.
BNTF Gender Specialist.	Appoint BNTF Gender Specialist to provide support to the BNTF Programme.	Ongoing to Q2, 2009	Filled December 2009.

TABLE 3: DEVELOPING CAPACITY AND SKILLS FOR CDB STAKEHOLDERS

Bank Activity/Process	Actions to Integrate GE	Proposed Timeframe	Status
<i>GE Capacity Development for CDB Staff</i>			
Gender Capacity Building Training Programme.	<ul style="list-style-type: none"> Undertake gender capacity needs assessment. Implement mix approaches and capacity building modalities. 	2009	Scheduled to commence in 2012.
<i>GE Capacity Development in BMCs</i>			
CDB/BMC Project Cycle Management Training Programme - Core Courses and Specialised Modules.	<ul style="list-style-type: none"> Develop a specialised module on Gender Analysis to be included as part of the training programme. Integrate GE into each module. 	On completion of current training cycle and revision of training material for Cycle II.	GE was covered in a general manner in Cycle I in the Social Analysis module, but it is expected to be a specific area of focus in the new series of training scheduled to begin in 2012.

Bank Activity/Process	Actions to Integrate GE	Proposed Timeframe	Status
CGAs	CGAs in BMCs to provide a planning framework for interventions to address gender inequality.	NA	Of the ten (10) CGAs scheduled to be conducted from 2011-13, three (3) were conducted in 2011. Three (3) are scheduled for 2012 and four (4) in 2013.
Gender Capacity Building Training Programme.	Conduct of training assessment and development of training strategy for BMCs.	Q2, 2010	Support was given to training for 30 students provided under the UWI summer programme. Additional training for BMCs will be formulated in 2012.
Resources for pilot projects and gender capacity building.	<ul style="list-style-type: none"> Allocate grant resources for dedicated funds under SDF 7. Establish criteria and priorities for projects to be funded. 	Q3, 2009	Scheduled to commence in 2012.
Increase capacity for collection of sex disaggregated data.	Coordinate action on data collection initiatives with the Bank's development partners.	Ongoing	GE issues are incorporated in Country Poverty Assessment (CPA) Terms of Reference, in collaboration with development partners, as part of activities of the Poverty and Social Sector Development Partners Donors Group coordinated by United Nations Development Programme.

TABLE 4: ACCOUNTABILITY FOR GE RESULTS

Bank Activity/Process	Actions to Integrate GE	Proposed Timeframe	Status
Corporate (Bank-wide)			
RBM Cascade.	<ul style="list-style-type: none"> Integrate GE throughout the RBM Cascade. Identify specific, gender sensitive indicators to be defined and tracked. 	Annually	GE is incorporated as a cross-cutting theme in the Bank's RBM Cascade. Gender disaggregated indicators are reflected in some of the SDF 7 level one indicators.
Evaluation of GEPOS.	<ul style="list-style-type: none"> Evaluation conducted by the EOJ based on project documents, expected results, indicators. 	2012-13	Scheduled for 2012.
GEA	<ul style="list-style-type: none"> Submit Annual Report on Bank-wide results in integrating GE. 	Annually, beginning in 2010.	Reports will be available when GEA is engaged. Recruitment of the GEA has started.
Divisions/Programmes			

Bank Activity/Process	Actions to Integrate GE	Proposed Timeframe	Status
	Reflected in: <ul style="list-style-type: none"> ● Annual Work Plan and Budget. ● Annual reporting on RBM Cascade. ● Framework for assessing GE Results. ● Tracking of actual versus planned GE results. ● Indicators, including sex-disaggregated data. ● Staff Continuous Performance Improvement. 	Annually, beginning in 2010.	The second and the fifth items are done as part of the RBM monitoring process. A framework is not yet developed for implementation of the others.
Bank Operations			
CPA.	<ul style="list-style-type: none"> ● Ensure that gender analysis continues to be a key part of the assessment. ● Develop capacity to collect and analyse sex-disaggregated data (qualitative and quantitative). ● Ensure stakeholders with GE expertise participate in CPA process. 	Ongoing with CPAs currently being conducted.	These activities are fully integrated in the Terms of Reference for CPAs.
National Poverty Reduction Strategies (NPRS).	<ul style="list-style-type: none"> ● Include resources at the national level in preparation of NPRS. ● Support BMCs using data contained in CPAs to develop NPRS. 	Ongoing	Activities are included in the Terms of Reference for preparation of NPRSs.
CSP	<ul style="list-style-type: none"> ● Integrate CSPs with findings of the gender analysis done in CPAs. ● Integrate gender analysis, and gender issues throughout Paper. ● Include recommendations for CDB support for GE initiatives. ● Provide for ongoing consultation with gender experts and stakeholders in BMCs. ● Ensure that OO (Gender) participates in CSP process including in policy dialogue. ● Link gender analysis in CPA, PRS and CSP to CDB programme of support. 	Starting Q4 2009	Done by Social Analysts, and [OO (Gender BNTF) and PM, BNTF] and other staff with GE expertise but with additional focus on involvement of OO (Gender), as a team member in the preparation of CSPs.
Project Cycle			
Preparation /Scoping Mission	<ul style="list-style-type: none"> ● Include explicit GE results in each project level logframe (outputs and outcomes) and indicators. ● Review TORs to ensure that GE issues are included. ● Include a Gender Tool (one page) for scoping mission. 	Starting Q3 2009	The OO (Gender), OO (Gender BNTF), Social Analysts, and other staff with GE expertise (PM, BNTF) contribute to these activities during project preparation and the review process. A GE checklist was prepared by the OO (Gender) for use in project design and appraisal.
Appraisal	Review <i>SIA Guidelines (2004)</i> and <i>PRS Toolkit</i> to ensure that GE is addressed.	Starting Q3 2009	This will follow revision of the PRS in 2012 after completion of evaluation of the PRS by EOv.
Negotiation	Draft Policy Dialogue guidelines to ensure GE issues are explicitly raised and addressed.	Starting Q3 2009	Guidelines not yet prepared.
Supervision and Monitoring	Review <i>Appraisal Reports</i> to ensure that GE issues are adequately addressed.	Starting Q3 2009	Undertaken by OO (Gender), OO (Gender BNTF), Social Analysts and other staff with GE expertise (PM, BNTF)
Project Completion Report (PCR)	Ensure reports produced consistently and include reporting on GE results.	Starting Q3 2009	Done in PCRs by Social Analysts where possible, but most projects with specific gender outcomes are still under Implementation.