

**CARIBBEAN DEVELOPMENT BANK**



**SPECIAL DEVELOPMENT FUND (UNIFIED)**

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

**NOVEMBER 2015**

## **TABLE OF CONTENTS**

### EXECUTIVE SUMMARY

1. INTRODUCTION
2. IMPLEMENTATION PROGRESS
3. ENHANCING EFFICIENCY AND EFFECTIVENESS OF GENDER MAINSTREAMING IN CDB'S FINANCIAL OPERATIONS
4. ENHANCING EFFICEINCY AND EFFECTIVENESS OF GENDER MAINSTREAMING IN BMCs
5. INCREASED KNOWLEDGE AND VISIBILITY OF GENDER EQUALITY ISSUES AMONG CDB STAFF, PARTNERS AND STAKEHOLDERS
6. INSTITUTIONAL SUPPORT
7. WHAT STILL NEEDS TO BE DONE
8. CONCLUSIONS AND FUTURE STEPS

### **APPENDIX**

GE ACTION PLAN – SUMMARY STATUS OF IMPLEMENTATION MATRIX – NOVEMBER 2015

## ABBREVIATIONS

BMCs	-	Borrowing Member Countries
CDB	-	Caribbean Development Bank
CDRRF	-	Community Disaster Risk Reduction Fund
CARICOM	-	Caribbean Community
CARIFORUM	-	Caribbean Forum of African, Caribbean and Pacific States
CARTFund	-	Caribbean Aid for Trade and Regional Integration Trust Fund
CGAs	-	Country Gender Assessments
CSPs	-	Country Strategy Papers
EPA	-	Economic Partnership Agreement
GE	-	Gender Equality
GEAP	-	Gender Equality Action Plan
GEPOS	-	Gender Equality Policy and Operational Strategy
GM	-	Gender Mainstreamed
ICT	-	Information and Communication Technology
M&E	-	Monitoring and Evaluation
MDBWGG	-	Multi-lateral Development Bank Working Group on Gender
MM	-	Marginally Mainstreamed
NGO	-	Non-Governmental Organisations
NO	-	No Mainstreaming
OPPM	-	Operational Policies and Procedures Manual
PBO	-	Policy-Based Operations
PPMS	-	Project Portfolio Management System
PSRs	-	Project Supervision Reports
Q@E	-	Quality at Entry
RMF	-	Results Monitoring Framework
SME	-	Small and Medium Enterprise
UNECLAC	-	United Nations Economic Commission for Latin America and the Caribbean
UNFPA	-	United Nations Population Fund
UNWomen	-	United Nations Entity for Gender Equality and the Empowerment of Women

## **EXECUTIVE SUMMARY**

1. The report is a review of the progress of implementation of the Caribbean Development Bank's (CDB) Gender Equality Policy and Operational Strategy (GEPOS) over the period of the Special Development Fund, Eighth Cycle (SDF8) replenishment. The report reviews the Bank's performance on gender mainstreaming and outlines challenges and the critical path forward. This review is timely in light of the regional consensus-building on gender priorities for the post-2015 Sustainable Development Goals (SDG) agenda and recommendations of the SDF8 Mid-Term Review.
2. CDB continued to make significant progress in gender mainstreaming in its financial operations. The percentage of approved loans with a gender mainstreamed (GM) rating increased significantly over the review period. The review revealed an encouraging shift in the design of infrastructure projects, which now include action plans with measures to address discriminatory practices in institutions, gender stereotyping in educational curricula, and harmful community norms that give rise to violence. There is growing evidence of emerging good practice and innovations that have the potential for substantial expansion into projects that can complement the Bank's core work and boost the Bank's response to pressing gender gaps on the ground.
3. Demand rose for technical assistance and financial resources for gender analysis, gender sensitive policy dialogue and more inclusive engagement with clients and stakeholders. An increased number of Project Completion Reports, currently under preparation, are expected to report on lessons learned in gender equality, setting the baseline for performance on this indicator.
4. Efforts are progressing towards an enabling environment which ensures that staff members are equipped with the processes, knowledge and competence necessary to support gender mainstreaming efforts. In addition to the country gender assessments, knowledge products produced spanned thematic areas such as trade services, citizens' security, education and economic research work, and are informing the Bank's work. A growing number of operational policies are under review and opportunity was provided for staff training through workshops and eLearning over several months.
5. The Bank recognises that while there has been some improvement in staff capacity building, this will be insufficient for the Bank's continued engagement and response to Borrowing Member Countries (BMCs), given the anticipated higher profile of gender programming in the post 2015 agenda. The Bank will accelerate its engagement with the BMCs and regional agencies, through a more intense parallel strategy with a focus on (i) gender policy dialogue and strengthening the responsiveness of their country systems of BMCs; and (ii) an accelerated programme of capacity building for specialised staff teams.
6. Completion and roll-out of the Operations Policy and Procedures Manuals (OPPM) and the Project Portfolio Management System (PPMS) will complement ongoing measures and contribute to the Bank's compliance and accountability mechanisms for gender equality.
7. CDB recognises the scale and scope of the level of resources required for BMCs commitments on the gender equality goal (SDG-5)<sup>1</sup> and gender sensitive targets in other SDGs. The Bank's Management remains committed to staying the course to assist BMCs in meeting the technical and financial needs required.

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<sup>1</sup> SDG-5: Achieve gender equality and empower all women and girls.

8. In moving forward, the following steps will be pursued:
- (a) actions to improve performance in the short term:
    - (i) support staff accountability by giving priority to strengthening gender priorities in the Bank's core instruments and products and addressing knowledge and evidence gaps;
    - (ii) deepen gender dialogue with BMC governments and private sector to promote ownership, leadership and more robust client responsiveness to, and development results in gender equality; and
    - (iii) adopt the Gender Marker System;
  - (b) scale up innovations that complement the current pipeline in areas which have been identified as opportunities where the Bank can be particularly active;
  - (c) undertake a broad participatory approach to the design of the new Gender Equality Strategy, recognising the strategic alliances and partnerships necessary for the promotion of gender equality in the context of inclusive development and good governance; and
  - (d) address resource needs through:
    - (i) support for an external network of gender experts to meet the stated organisational commitments to gender equality, given the breadth of the GEAP and the challenges faced by divisions and departments in realising some of its commitments;
    - (ii) a dual approach to capacity building of existing staff including a broad and comprehensive accelerated capacity development strategy and an extension of gender planning capabilities of all staff; and
    - (iii) TA resources to scale up the Bank's responsiveness on the ground, including partnering with government and non-government actors to promote gender equality concerns, consistent with global, regional and national gender equality agendas.

## 1. INTRODUCTION

1.01 This report is a review of the implementation of the GEPOS and the corresponding Gender Equality Action Plan (GEAP) over the period of the SDF8 cycle. The report highlights progress in performance on indicators for gender mainstreaming in the GEAP and on the internal reform processes that are necessary conditions for effective gender mainstreaming. The report draws on the key lessons learned over the period and priorities set by Borrowing Member Countries (BMCs) for effective implementation of the gender equality objectives of the SDGs in recommending future steps for CDB. This review is timely in light of the regional consensus-building on gender priorities for the post-2015 Sustainable Development Goals (SDG) agenda and recommendations of the SDF8 Mid-Term Review.

1.02 Contributors identified gender equality as a cross cutting theme for SDF 8, and underlined the importance of this aspect of the Bank's operations and the importance of further accelerating implementation of CDB's GEPOS. The Bank developed the Gender Equality Action Plan (GEAP) (2013-2015) to guide delivery on GEPOS commitments and to track the progress of implementation of GEPOS in the current SDF programming cycle.

1.03 This report reveals that CDB has made good progress on gender mainstreaming. There is notable improvement on the percentage of loan approvals that were assessed as having significant attention to addressing gender issues. Notwithstanding, the report also found that progress was uneven in some areas and more consistent effort was needed to fully integrate gender considerations in CDB's operations across the thematic areas of the SDF.

### **Development Context**

1.04 The region continues to be faced by a number of development challenges. The MDGs and the subsequent SDGs provide a good prism to view the extent of these challenges. In particular, issues of poverty and economic exclusion, underpinned by gender inequality, hold particular relevance in the Caribbean. As BMCs transition to implementing the SDGs, it will be important that they maintain flexibility in the management of the immediate and medium-term constraints to growth through: (i) policy frameworks that address the structural issues of labour market segmentation, the distribution of asset ownership and the division of market and non-market work, that underpin many gender-based inequalities; (ii) data that includes under-represented parts of the labour force, time-use, gender based violence; (iii) strategies and opportunities for financing, including innovative financing mechanisms for green, gender responsive investments.

1.05 The regional picture depicted on gender equality in the Caribbean Joint Statement on Gender Equality and the Post 2015 and Small Island Developing States Agenda and other recent regional reports reveals the scale of the challenge in BMCs and points to three areas of gender disparities which can potentially undermine strategies and outcomes of the growth agenda. These include (i) inequality in economic opportunities; (ii) accessing capabilities; and (iii) gender based violence. These priorities are based on the scope of the challenge, the weakness of the institutional frameworks in place to respond, and the limited success in addressing them to date.

### **Strategic Context**

1.06 For CDB, the baseline data to gauge gender mainstreaming actions and performance is framed by the Gender Equality Action Plan (GEAP) and the Results Monitoring Framework (RMF) of the Strategic

Plan 2015-2019 and the GEAP.<sup>2</sup> Both the Strategic Plan and the SDF, now in the eighth cycle,<sup>3</sup> consider gender equality as a major cross cutting theme to be incorporated in all priorities and objectives and by specific actions where necessary. The RMF of the Strategic Plan sets out an expanded number of gender indicators. CDB reports annually on progress of those indicators in its Annual Development Effectiveness Review.

1.07 GEAP which has been extended by one year to end in 2016(2013-2016)<sup>4</sup> provides the platform for ensuring that the Bank's commitments on gender equality are in keeping with its mandate, and applied both internally and in the Bank's operations. In this regard, the GEAP guides the principal mechanisms, instruments and operational modalities that underpin the Strategic Plan, with the objective of maximising the efficiency and the effectiveness of the Bank's investments in BMCs.<sup>5</sup>

1.08 The MTR of SDF 8 was completed in May 2015. It highlighted CDB's progress on gender mainstreaming and identified strategies the Bank can adopt to assist BMCs in addressing gender disparities and in meeting their gender equality objectives.

## **2. IMPLEMENTATION PROGRESS**

2.01 This review encapsulates CDB's experience in implementing the GEPOS over the period 2013-2015 and incorporates the recommendations of the SDF8 MTR and the Gender Baseline Study<sup>6</sup>. Progress on the indicators of the GEAP inform key substantive areas highlighted in the review: Lending Operations; Country Strategy Papers (CSPs) and Policy Dialogue; TA, Capacity Development of BMCs and Partnerships, and institutional support to the GEAP.

2.02 The Bank maintained a focus on the project pipeline and on strengthening gender policy dialogue in related sectors in BMCs. This strategy facilitated dialogue and learning by staff across Divisions and led to new approaches to problem solving, the adoption of gender inclusive infrastructure designs, and greater ownership by BMC stakeholders for policy and sector reform. CDB's Trust Funds, for example the Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund), also provided valuable entry points for scaling up and complementing the Bank's work in gender equality in growth sectors of BMC economies.

2.03 Work has advanced well in nine of the fourteen GEAP indicators assessed and is ongoing in the other five. While progress has been encouraging, the Bank also acknowledges that trade-offs were necessary to meet the challenges of gender mainstreaming across CDB's evolving sectors and the resource gaps that emerged. (Appendix 1 – GEAP Summary Status of Implementation Matrix – November 2015.)

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<sup>2</sup> The commitments made in respect of the SDF 8 Contributors Agreements remain paramount. Adapted from the Work Programme and Administrative and Capital Budgets – 2016-2017.

<sup>3</sup> To further the Bank's gender equality objectives, the stated objective of the SDF 8 Implementation Plan is "strengthening of capacity and performance on gender equality":

<sup>4</sup> Approved extension of GEAP to 2016 by senior management.

<sup>5</sup> GEAP's three objectives:

(a) Enhanced efficiency and effectiveness of gender mainstreaming in CDB's financial operations.

(b) Improved effectiveness of gender mainstreaming in BMCs.

(c) Increased knowledge and visibility of GE issues among CDB staff, BMCs, development partners and other stakeholders.

<sup>6</sup> Baseline Study Report 2015.

### **3. ENHANCING EFFICIENCY AND EFFECTIVENESS OF GENDER MAINSTREAMING IN CDB'S FINANCIAL OPERATIONS**

3.01 CDB's performance on gender mainstreaming continued on a notable upward trend over the period under review.<sup>7</sup> The percentage of approved loans with a GM rating<sup>8</sup> trended upwards from 20% in 2013 to 43% in 2014, and is projected at 57% in December 2015<sup>9</sup>. The total dollar value of approved loans in this category in 2013 was USD16.6 mn. There was no significant change in the total dollar value of the loans in the GM category in 2014 USD142.6 mn and is projected at USD142.8 mn in 2015. Loans in the education, water and sanitation and transport sectors dominated this GM category.

3.02 The GM rating for approved loans also demonstrates the increasing attention to gender safeguards in the design of sector interventions that will not reproduce, but potentially transform negative impacts of gender relations on the ground. This principle underpins the Bank's commitments under GEPOS and its pursuit of an inclusive sustainable development agenda.

3.03 The percentage of approved loans with some attention to gender issues (combined rating GM and marginally mainstreamed [MM]) increased from 60% in 2013 to 74% in 2014 and a marginal increase to 79% projected by December 2015. The dollar value of loans in this combined category, varied from USD50.8 mn in 2013 to USD200.9 mn in 2014 and USD172.6 mn in 2015. This trend also reflects the size and sector diversity of the approved portfolio over the period. (See Figures 1(a), 1(b) and 2).

3.04 Projects rated MM do not have gender equality as their main thrust but paid some level of attention to gender through relatively minor gender design features. The projected percentage of approved loans rated MM by December 2015 is 21%, showing a decrease from 31% in 2014. This downward trajectory is not surprising given the ongoing efforts at improving gender mainstreaming across the portfolio. The dollar value is also projected to decrease from USD57.9 mn in 2014 to USD29.9 mn in 2015.

3.05 Projects rated 'no mainstreaming' (NO) are missed opportunities for gender mainstreaming. The projected 2015 rating for approved loans is 21%, a decrease from 31% in 2014 and 40% in 2013. In 2015, the loan value in this category is expected to increase to USD70 mn in 2015, from USD42.7 mn in 2014. In 2013, the loan value was USD77.7 mn. Loans in this category were mainly PBOs for economic and fiscal reform, followed by Rehabilitation and Reconstruction Loans, and private sector investment.

3.06 In summary, the Bank engaged in gender mainstreaming over an evolving sector portfolio and used a variety of approaches to effect sustainable outcomes of interventions. Progress on effective gender mainstreaming, however, lies in a strong knowledge base and proficiency in gender mainstreaming and analysis that transcends all staff disciplines.

3.07 CDB recognises that the Bank and BMCs have little experience in gender mainstreaming in some areas of the portfolio identified as crucial for the development of the Region.<sup>10</sup> This in part may explain the low performance rating on loans from those sectors. In light of the cross cutting nature of gender

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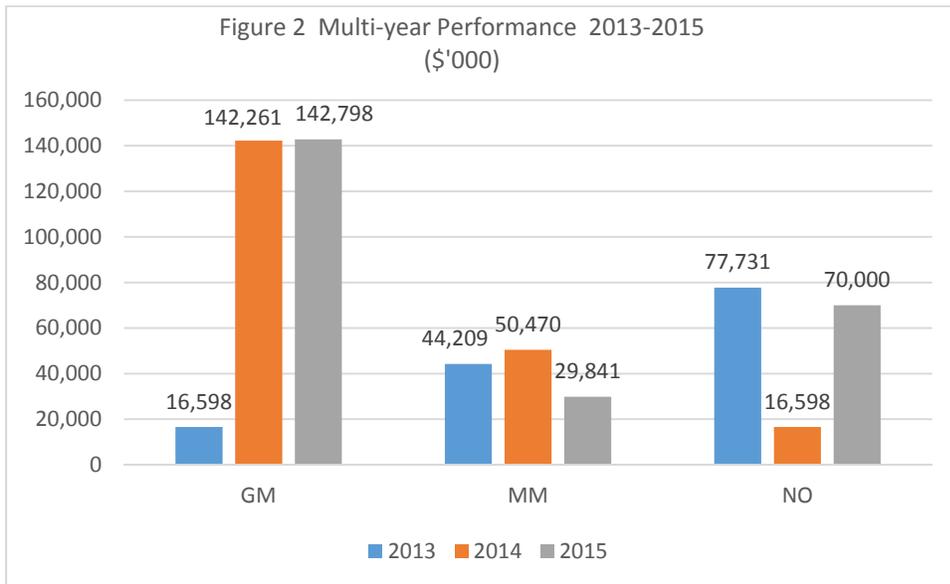
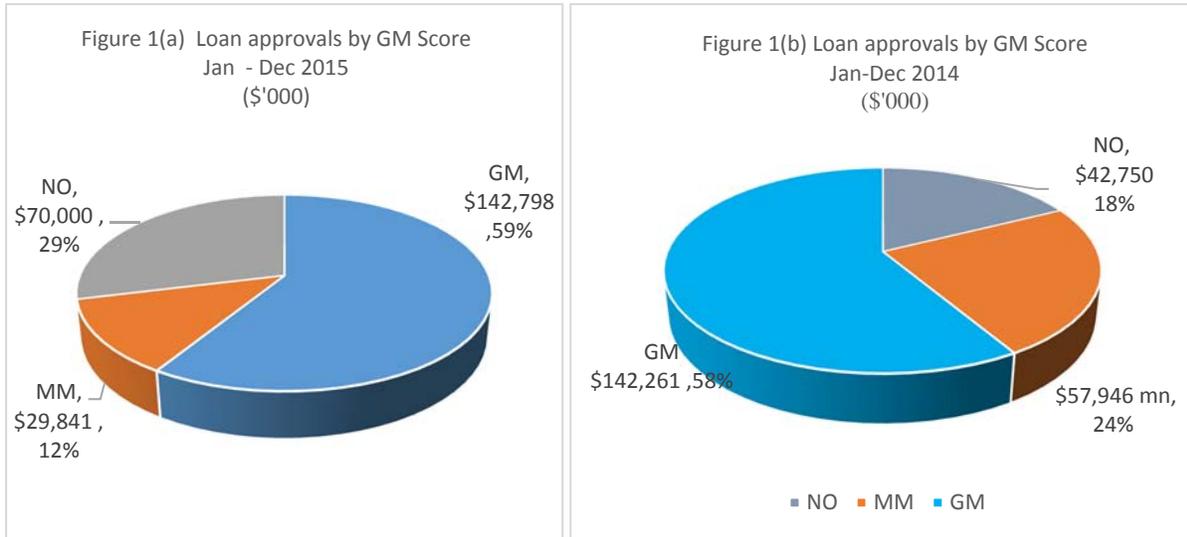
<sup>7</sup> In alignment with the recommendations of the Baseline Study, the gender marker for projects was revised with criteria more closely aligned with tools used in the Bank's project cycle management.

<sup>8</sup> Performance rating by gender marker: Gender specific (GS): if 3.75 points to 4 points; Gender mainstreamed (GM): if 3 points to 3.5 points; Marginally mainstreamed (MM): if 1.5 to 2.75 points; NO: if projects score zero or 1; if NO please give a justification why.

<sup>9</sup> No. of loans with specific marker rating as a percentage of loans approved for the year.

<sup>10</sup> The Baseline study states: " Limitations affecting progress towards gender mainstreaming goals centred on issues such as the lack of sex-disaggregated data, the poor quality of available data, lack of gender planning capacity in the BMCs, and technical constraints in the Bank"

equality, the Bank may seek to refocus aspects of the mainstreaming strategy to address gaps in performance and while consolidating gains made over the period of review.



### Good Practices in Gender Inclusive Project Design

3.08 The review revealed that a number of good practices in gender inclusive project design have emerged in sectors such as education, water and sanitation and trade and private sector development<sup>11</sup>,

<sup>11</sup> See results of programmes funded by OSF to strengthen entrepreneurship and trade facilitation among Small and Medium-sized Enterprises across the Region.

where gender equality concerns were made central to policy-making, planning and resource allocation, and implementation.

3.09 Emerging good practice can be attributed to the close attention by staff and management to the quality of mainstreaming; closer oversight; integrated work programming and timely decision making by Operations Management; and enhanced collaboration between gender and sector colleagues.

3.10 Overall, Divisions ramped up efforts to improve the quality of gender analysis in project design and to map out a “strategy” across the project cycle to effect better results. Highlights include:

- (a) Management of the Economic Infrastructure Division gave priority to gender mainstreaming in the water and sanitation sector, a decision based on earlier initiatives. These included: (i) a CDB financed water sector study; (ii) capacity building workshops<sup>12</sup> for Chief Executive Officers (CEOs) and technical officers on gender mainstreaming in the operations of water utilities; and (iii) technical leadership by CDB staff among the Region’s water professionals. These laid the foundation for greater client responsiveness to gender related initiatives. The Operations Officer (Gender) provided focused technical support to the teams working in this sector
- (b) The Social Sector Division used a multipronged approach to supporting the technical requirements for gender analysis in the design and management of projects – drawing on staff resources to provide technical inputs and advice to project and CSP teams, review of appraisal documents and face-to-face support for identifying entry points for mainstreaming..
- (c) The Technical Cooperation Division disseminated knowledge products and best practice in integrating gender in the Small and Medium Enterprise sector from the CARTFund, Economic Partnership Agreement (EPA) and Caribbean Single Market and Economy (CSME) Standby Facilities and RCI programming experience.
- (d) Office of the Vice-President (Operations) – provision of strategic oversight and advice to support the implementation of GEPOS; partnerships – internal and external for global and regional best practice, harmonisation and technical approaches; technical support for early review of project documents and upstream reviews; promoting best practice and innovations.

3.11 The following good practices were also embedded in detailed gender action plans:

- (a) activities which contribute to gender outcomes of the loan investment are explicit and can be tracked during implementation;
- (b) implementing agencies should have gender responsive operational strategies;
- (c) by assessing the different vulnerabilities faced by women and men in the project environment, more realistic targets were set in the monitoring frameworks, and

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<sup>12</sup> Led by the Technical Cooperation Division in collaboration with the World Bank in 2014.

- (d) provision of budget allocation for the establishment of project baselines, inclusive of sex and gender disaggregated data. Not all projects rated GM or MM have dedicated resources to gender mainstreaming.

**Box 1: Gender Innovations in the Infrastructure Sector**

Projects in the water and sanitation sector provided innovative opportunities for sustainable gender outcomes.

*The St. Lucia Seventh Water (John Compton Dam) Project* finances a detailed gender capacity building component including integrating gender considerations in the operations of the utility. Substantial effort to mitigate the possible negative gender impacts on users of the water resource.

*The Barbados Water Project.* An additional component has been provided for a gender impact study of water outages. The objective of the consultancy is to increase the water sector planning capacity in the area of gender inclusion by: (a) assessing the differential effects of water outages on women and men; (b) developing a targeting criteria for social vulnerability to water outages; and (c) identifying mitigation measures to improve the well-being and quality of life of vulnerable women and men which suffer the most from water outages in Barbados. This will further enhance social protection measures for users through the provision of safe and efficient potable water supply system and enhance gender planning in the water sector and gender sensitive non-revenue water (NRW) management and climate change adaptation planning.

*Bahamas Water Upgrade:* Innovative social and gender monitoring and evaluation (M&E) component to address and monitor gender issues within the large-scale water and sanitation infrastructure project.

### **Gender Mainstreaming Performance by Sector**

3.12 The distribution of gender mainstreaming performance across the sector portfolio grew more diverse, consistent with the Bank's commitment to improving gender mainstreaming performance overall. The Bank's Ordinary Capital Resources and Special Funds Resources remain the core of funding sources for loans and are the major contributors to gender mainstreaming. Projects also accessed European Investment Bank/Climate Action Line of Credit funding increasing the diversity in funding sources.

### **Country Strategy Papers and Policy-Based Operations**

3.13 There is ongoing effort in the design of CSPs to integrate gender considerations across the full range of strategies identified for the programmes of assistance with BMCs. CSPs are at the core of the Bank's operations in BMCs and have systemic impact in the frameworks, dialogue and programme of assistance to be supported across the Bank's strategic priorities. The review noted the relationship between the gender performance of CSPs, and that of Policy-based Operations (PBOs) and other investment instruments.

3.14 Experience to date shows a positive trend in mainstreaming, from earlier documents with sparse information on gender equality to later ones such as the Jamaican CSP (2014), which contained statements expressing gender inequality concerns, and the intent to analyse and measure gender-related trends anticipated in the implementation of projects. The Grenada CSP (2014) stands out in the inclusion of gender aspects in the RMF, references to data from the Country Gender Assessments (CGA) and commitments to undertake "...gender analysis and sex-disaggregated data in planning, implementation, and M&E, at the sector, programme and project levels... this entails that the budgets have sufficient resources allocated for

*conducting gender analysis throughout the development cycle, including, but not limited to, situation analyses, appraisal and supervision reports, project completion reports and evaluation exercises. Indicators will be disaggregated by sex where available.*"<sup>1314</sup> The CSP (2015) for Antigua drew on the findings of the CGA and provided a strategy for addressing some of them. Emphasis placed on promoting gender sensitivity among decision makers in the context of the CDB supported strategy, is timely and may implicitly influence policy and planning in the context of economic reform. While the CSP Turks and Caicos Island (2015) did not benefit from a CGA, it identifies main gender impacts and gives some guidance as to how gender issues will be mainstreamed in the subsequent loan portfolio.

3.15 The Bank recognises that there is ample scope for sharpening the discussion of gender priorities and gender responsive approaches in core sections of CSPs and for linking these priorities to lending and non-lending products. The Bank will consider ways to address the existing gaps in the context of current resources – first by building competencies in gender analysis in all members of the CSP team. The review also notes that there are other in-country dimensions that may also be influencing these gaps and will require an accompanying strategic approach from the Bank.

3.16 The CSP is a critical tool for guiding CDB in a consistent approach to gender in its operations, and for pipelines that include loans that are direct investments in gender equality. Additionally, in the context of the ongoing impacts of the economic and financial challenges faced by BMCs, it is important to undertake gender gap analyses across institutional, market and non-market dimensions for explicit gender commitments to be included in the CSPs.

3.17 While processes of good CSP design may be flawed by the weak data, evidence and institutional mechanisms in BMCs, this further suggests the need for a stronger presence of the Bank in strategic gender policy dialogue with Ministries and national stakeholders in the Bank's core areas of business, including those in economic and fiscal management, public sector reform, energy and climate change. This will further contribute to the promotion of client responsiveness to gender equality and improved development results in the areas of the Bank's operations in BMCs.

3.18 The Bank also recognises the untapped potential in the PBOs and the potential for policy-based lending in general. CDB will continue to explore a lending niche for gender-specific loans tied to the introduction of economic policies, both fiscal and monetary, and for raising the level of gender responsiveness in policy processes in BMCs. The gender review of the PBO policy will be considered within the update of the OPPM.

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<sup>13</sup> CDB (2014) Grenada Country Strategy Paper.

## **Monitoring and Evaluation of Gender Mainstreaming**

### Project Supervision Reports and Project Completion Reports

3.19 Tracking gender related indicators, is central to accountability and compliance on gender equality. The efforts of project teams on including gender indicators at the output and outcome levels in the Results monitoring frameworks is encouraging. However, there has been marginal progress on monitoring through the PSRs. With the progression of inclusion of gender action plans and the streamlining of the business processes in the PPMS, this may be corrected.

3.20 Specifically, performance on these indicators is tied to project implementation and shows whether, and to what extent, priority gender gaps actually shrink during project implementation. These indicators also systematically track the impacts of the Bank's lending resources on gender outcomes, including through beneficiary feedback. Efforts in this area have started and are linked to oversight and supervision.

#### **4. ENHANCING EFFICIENCY AND EFFECTIVENESS OF GENDER MAINSTREAMING IN BMCs**

4.01 The Bank has responded to an increased number of requests, to support the institutionalisation of Gender Equality in BMCs through its grant resources and policy dialogue.

##### **Technical Assistance**

4.02 CDB continued to provide active capacity development support mostly through standalone TAs and within the context of CDB financed projects. In 2015, out of 46 standalone TAs, 4 were gender specific and 14 had significant gender mainstreaming elements<sup>15</sup>. There was a notable increase in grants for gender equality over the period of review, though they represent only a small fraction of CDB's overall TA activities.

4.03 The Bank financed gender audits and implementation guidelines for gender planning in key sector ministries; development of sector strategies and action plans; gender capacity development of policy makers in various sectors and labour market studies to inform Technical and Vocational Education and Training programming through TAs. These TAs are closely linked to the current investment portfolio. As such, they are considered to have greater potential for sustainability because of CDB's continuing engagement in the sector and relationship with sector ministries.

4.04 Regional grants financed capacity for gender responsive development programming with a focus on planning and negotiating skills, knowledge generation and sharing.

4.05 To further benefit the Bank's work in BMCs, the Bank may wish to consider a substantial focus on integrating gender in economic sectors, with the objective of building a cadre of professionals in BMCs as gender facilitators for gender mainstreaming activities in their related agencies or ministries. In the medium to longer term, this would have major benefits to the design and effectiveness of implementation of activities in CDB's programmes of support.

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<sup>15</sup> Information as at November 2015

**Box 2: GRANT FUNDS PARTNERING FOR GENDER EQUALITY**

Projects funded under partnership programmes (such as the CARTFund, EPA and CSME Standby Facilities, and the Community Disaster Risk Reduction Fund [CDRRF]) contributed innovations for addressing gender equality in sectors considered difficult and outside of the “mainstream” work of the Bank. These innovations are catalytic, because they represent the diversity of ways in which investments and implementation capacities may be scaled up in support of increasing productivity, competitiveness and market access.

While everyone can be equally exposed to a hazard, women and men have different levels of vulnerability. CDRRF recognises that because of dissimilarities in access to resources, women and men experience, perceive, and identify risks differently. As a consequence, they have also developed different levels of resilience. In this regard, proposals to the Fund are expected to be gender sensitive. They should identify the differences in how women and men; rural and urban poor are affected by hazards and disasters in the community, and develop project activities that identify and address the needs and priorities of both women and men.

**BOX. 3: PROMOTION OF GENDER EQUALITY IN THE ICT SECTOR- GOOD PRACTICE IN PRIVATE SECTOR AND GOVERNMENT PARTNERSHIP**

Information and Communications Technology (ICT) is a tool often used to improve the livelihoods of all within a society. The Jamaican Girls Coding Programme (JGCP) was launched in 2014 with 23 girls aged 12-14 years from 14 Corporate High Schools.

According to the Jamaican Vision 2030, the local information and communications technology (ICT) sector is inclusive of ‘information technology industries – computer hardware and software, systems and training; telecommunications industries – telephone, cable and internet and the broadcast media – television and radio.’ Although covering several industries, at least 90% of the technical personnel in the coding and programming fields are male, whereas, females comprise 80% of the front office staff completing jobs in marketing and administration.

According to the Jamaican Statistical Department, approximately 80.9% of females who completed the CSEC Information Technology certificate achieved grades 1-3, whereas 76.7% of the males achieved similar grades for the year 2013. Although equipped with IT knowledge, there is a need to provide girls with practical ICT experience. Thus, programmes such as the JGCP are used to promote gender equality in the field, promote female empowerment, connect young ladies to available employment or entrepreneurial opportunities and to increase the awareness of girls of the possibilities technology can provide in solving challenges, whilst encouraging them to pursue a career within the field.

The participants were nominated by their parents and/or school principals. The main aim of this programme was “to expose girls and pique their interests in the field of technology from an early age.” During this programme, students learnt website development, coding as well as animation techniques over a 4 week period. The programme exposed participants to new opportunities to discover additional professions and educational pathways. The pilot programme lasted for one month and saw the participants being encouraged to become makers of technology, develop their confidence and competence in the ICT field, cultivate key life skills and increase their participation within the field as they became more aware of the ICT opportunities locally and abroad.

Following the conclusion of the 2014 pilot programme, a second cohort was trained. The 2015 participants ranged between the ages of 8-16 years from Kingston Corporate High and Technical schools. The participants came from the underserved and underrepresented communities of Deanery Road and McGregor Gardens. It is notable that for these two cohorts, the communities were selected on the basis of having ongoing Community summer camps. This programme lasted for two weeks. During this time, participants were taught website development and coding utilising the Scratch programming software. The 2015 cohorts had a 65% completion/graduation rate.

The Jamaica Coalition of Service Industries (JCSI) is desirous of having an appropriate system created to collect and store key baseline data of participants prior to the expansion of the programme. This system should allow for the tracking of the academic and career choices made by participants, as well as to support the administrative arrangements related to the recruitment of participants and procurement of suitable teaching venues. The JCSI is also desirous of ascertaining the long-term impact of the programme on the quantity and quality of women’s participation in the ICT field locally. The long-term monitoring of the participants will involve the administration of an annual data collection instrument to ascertain the participants continued interest and future intentions in ICT following their initial involvement in the JGCP.

One recommendation of the project is for a central location for the JGCP in an agency such as the Human Employment and Resource Training (HEART) Trust/National Training Agency (NTA). This institutionalized framework would provide a space where participants in their Coding Clubs can freely attend to develop their coding skills. This location should house at least 15 computers dedicated to the JGCP. This would rectify several of the challenges previously faced with the equipment and comfort of the venue. An additional benefit to housing the programme within an NTA is that it provides an avenue towards certification for the participants. Upon completion of the coding programme participants could be awarded with a National Vocational Qualification (NVQ) in coding or animation. This would represent a vital step in the advancement of a career in ICT for the participants.

The programme is an example of good practice between the donor, government and private sector stakeholders in the promotion of gender equality.

## **5. INCREASED KNOWLEDGE AND VISIBILITY OF GENDER EQUALITY ISSUES AMONG CDB STAFF, PARTNERS AND STAKEHOLDERS**

### **Knowledge and Visibility**

5.01 CDB's performance on expanding access to, and availability of evidence and knowledge on gender issues improved with the completion of the ten CGAs and knowledge products developed across a broad range of sectors and divisions. Reports and studies spanned thematic areas such as trade services, citizen security, education and economic research, and are informing the Bank's work. Some of these reports have been outputs of technical assistance programmes and are evidence of good practice as well as baselines for substantial expansion into programme areas which complement the Bank's core work and response to the institutional needs and the pressing gender gaps in BMCs.

5.02 The Bank will continue producing relevant knowledge products and services and expand their dissemination as an explicit part of the Communications Strategy to staff and audiences in BMCs. The frequency of updating the website and the range of its content on gender will be vastly improved with the work of the Consultant on Gender Communications.

### **Country Gender Assessments**

5.03 Twenty-fifteen marks the end of the first round of CDB-financed CGAs for BMCs. The reports provided valuable insights into how key gender disparities have emerged and are evolving and identified the value of effective policy influence on these disparities. As a body of work by the Region's experts, the CGAs have also filled data and knowledge gaps on gender equality in BMCs and provided information on the legal and policy levers and institutional mechanisms that can support gender equality. They have also been used as a common reference for development partners and national governments on gender issues and have facilitated the identification of a pipeline of follow-up actions by consortia of partners.

5.04 The CGAs were not intended to provide in-depth analysis of specific country situations – nor can they cover all the dimensions of gender equality. Instead they posit broad frameworks for public action and entry points for support by CDB. They provide information on what is working – where there has been progress and where change is slow, as in the segmentation of economic activity, responsibility for household and care work and asset ownership.

5.05 Going forward, CDB will review the approach to the CGAs with a view to targeting the research to sectors and strategies more aligned with the Bank's corporate priorities, the development frameworks of BMCs and country interests, in consultation with each BMC.

### **Partnerships for Gender Equality**

5.06 CDB uses the strength of its partnerships to respond more effectively to the needs of BMCs. Consistent with its mandate for poverty reduction, the Bank promotes gender equality through inclusive financing mechanisms for the poor and marginalised.

5.07 The Bank is actively engaged in dialogue with a broad set of stakeholders on national and regional priorities on gender equality. Collaboration with strong partners helps to advance gender equality at the national and regional levels.

5.08 CDB is working through multi-stakeholder partnerships at the global, regional and national levels for collective impact and towards common goals. Highlights include:

**Policy dialogue on thematic areas:**

(a) Data:

- (i) Caribbean Community (CARICOM)/United Nations Entity for Gender Equality and the Empowerment of Women (UNWomen): Meeting on Gender indicators aligned to SDGs.;
- (ii) CARICOM/UNWomen: Prevalence Study on Gender-based violence. (Under preparation).
- (iii) Development Partner Committee on Statistics: (Organisation of Eastern Caribbean States Commission, CARICOM and other development partners): Coordination of a body of work on specific issues based on BMC needs. Objective is to help BMCs plug data gaps. BMCs encouraged to use harmonised census framework. Disseminating statistical information using software.
- (iv) Development Partners Task Force: Enhanced Country Poverty Assessments will use a continuous labour force survey and establish multidimensional poverty indicators such as access to employment and how it changes over time.
- (v) World Bank: Exploring Open Data for sharing of regional data.
- (vi) Caribbean Technical Assistance Centre (CARTAC) and Eastern Caribbean Central Bank (ECCB): Supporting information on Trade Services including specific economic sectors where gender segregation exists.

(b) Violence:

UNWomen: Co-financing an innovative pilot prevalence study on gender based violence. (In preparation.)

(c) Harmonisation and alignment of gender priorities:

- (i) UNWomen/United Nations Economic Commission for Latin American and the Caribbean (UNECLAC)/United Nations Population Fund (UNFPA)/Caribbean Community CARICOM Secretariat: Harmonisation and alignment of national and regional priorities with global agendas on gender and development.
- (ii) UNECLAC/UNFPA: Gender priorities in the International Conference on Population and Development Agenda.
- (iii) CARICOM Secretariat: Broad range of the CARICOM Secretariat's programming, supporting gender mainstreaming in policy reform in human resources development, Regional Integration and the Single Market and Economy.

- (iv) UNWomen/Canadian University Service Overseas (CUSO): Regional workshop to strengthen the negotiation skills of government and NGO representative for participation in preparatory meetings on the SDGs.
- (v) MDBWGG – Multi-lateral Development Bank Working Group on Gender: Global knowledge sharing on institutional best practice for advancing gender equality.

### **National Partnerships**

5.09 CDB's engagement with national partners on gender equality and women's empowerment has grown through active engagement with government focal agencies and with stakeholders and focal agencies in the private sector, such as the Coalitions of Services and the Development Finance Institutions, and regional stakeholders of the CARTFund and the EPA and CSME programmes.

5.10 Gender specialists and social analysts are increasingly engaged in presentations during project launches and supervision, providing technical support to the implementation of gender action plans.

5.11 Going forward, the Bank will, in 2016, deepen its presence in BMCs through the dissemination of findings of the CGAs and broad extensive consultations on the Bank's revised Operational Strategy for Gender Equality.

## **6. INSTITUTIONAL SUPPORT**

6.01 The promotion of GE in the Bank has focused on the Bank's operations as well as on its organisational management systems. This approach is designed to promote more effective mainstreaming, which requires both technical work as well as a gender responsive culture in which all Bank staff demonstrate commitment to advancing gender equality in their substantive tasks.

6.02 The Bank's internal reform process has opened multiple entry points for the inclusion of gender, beginning with the introduction of gender dimensions in important Bank policy, planning and monitoring documents, attention to gender diversity in on-boarding activities for new staff and ongoing capacity-building initiatives.

### **Progress on Corporate Actions – Institutional**

#### **Operational Policies**

6.03 The Bank has started the process of creating gender-informed policies. Progress on this is proceeding well. The Review notes in 2015 the addition of policies for revision: (i) Education and Training; (ii) Transport. The scope of these revisions accommodates CDB's strategy for inclusive development, and elaborates support for anti-discrimination measures in the context of the sector and project sites.

#### **Accountability and Compliance**

6.04 CDB has increased the number of gender indicators as part of the strategic plan 2015-2019 and annually reports on gender through the Development Effectiveness Report, while corporate reports on portfolio performance such as the Annual Review of Projects Portfolio, provide an update regarding the status of implementation of the Bank's Gender Equality Policy.

6.05 However, as an overlay beyond the core sector indicators, the Bank recognises the need for specific indicators that reflect its investments in specific areas of gender equality. These are being developed based

on current regional data drawn from the CGAs and other regional research documents and will inform a review of the Bank's Gender Equality Operational Strategy. This will allow the Bank to reflect the range of activities and impacts in BMCs, and allow it to measure not only the operational parameters but also the policy and institutional development aspects of the Bank's mandate and operations.

6.06 Accelerating mainstreaming efforts and ensuring compliance with the Bank's policy on gender equality with clients, is mainly the responsibility of staff. Gender equality was included in the environmental scan for operational risk during as risk management practices were strengthened across the Bank. In 2015 the Bank undertook a Gender Baseline Study to establish "a sound quantitative and qualitative baseline for each of the GEAP outcomes and outputs". The Study proposed an approach to the Gender Baseline and a gender marker system, anchored in the levels of the RMF of the Strategic Plan 2015-2019, and GEAP.

### **PPMS**

6.07 The PPMS and OPPM are critical to the larger task of adding gender dimensions to the project management system. The upgrade of these systems is ongoing. It is anticipated that the Gender Marker will be the main instrument to introduce gender considerations to these templates. The new PPMS is intended to improve the functionality of the instrument, with the introduction of systems to manage Quality at Entry (Q@E), the Project Portfolio Evaluation System (PPES) and the RMF. A major milestone was achieved in June 2015 in obtaining the first draft of the final Gap and Elaboration document which signalled the last deliverable of this first stage. Completion of the system is expected by the end of 2016.

6.08 The review and revision the OPPM will sharpen the criteria for gender inclusion in all policies and implementation guidelines. Preliminary inputs with planned inputs into the PPMS and the PSRs will sharpen the assessment criteria and provide a consistent and more in depth consideration of the factors that influence the Bank's gender performance. Factors such as gender analysis in the project cycle, supported by gender baseline data, activities and results monitoring are to be integrated into the Q@E stage, using the Gender Marker to set the quality and potential of the intervention.

### **Human Resources and Gender Management**

6.09 CDB has a specific target for women's participation in senior management and promotes women's leadership as an integral aspect of organisational reform. The Bank performance in meeting this target is satisfactory.<sup>16</sup>

6.10 An Operations Officer, Gender and Development was appointed in the Social Sector Division, filling the vacancy created in March 2014. This provided immediate support to gender planning and supervision, critical dimensions of gender mainstreaming which undergird performance in the Operations area.

6.11 The expectations of the gender mandate are considerable, and the alignment of GE planning with the broader strategic framework of the Bank requires a technical capacity that goes beyond the current resources available. The Baseline Study notes that gender planning is constrained by the shortage of resources. Further, capacity gaps in some BMCs call for interventions, some of which may be supported by a judicious deployment of the Bank's gender resources.

6.12 While it is acknowledged that, at the country level, the capacity of BMCs to deliver gender-inclusive interventions affects the effectiveness of the Bank's efforts to achieve gender equitable

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<sup>16</sup> Target is 45-50% of women in management positions.

results, it is also recognised that the ability of the Bank to improve the BMCs' capacity by its own human resources, is limited. This requires that management and staff prioritise where the interventions of the gender staff would be most effective. To accelerate gender mainstreaming in BMCs, the Bank will engage with partners of common focus, to build gender planning and policy making capacity in selected policy spaces.

## **7. WHAT STILL NEEDS TO BE DONE**

7.01 The Resolutions of Contributors identifies a leadership role for the Bank's role in supporting BMCs in use of its resources. Through these activities, the Bank also improves standards in corporate governance and transparency and promotes the development of supporting institutions in key sectors of the economy.

7.02 The SDG agenda offers the Bank the opportunity to assist BMCs by strengthening old and creating new mechanisms for responding to what may hinder their strategies for development. Much of what is needed requires external support and leadership. It is in these areas that the CDB maintains an instrumental role.

7.03 At this juncture, a parallel track for mainstreaming is required as a strategic response to the implementation of gender actions in BMCs and to ensure sustainability of outcomes and achieve corporate targets. This will involve a focus on the enabling environment of BMCs and the effective use of resources for policy dialogue, development of gender responsive country systems, and capacity development. The aim is to use policy dialogue to achieve gender impacts going beyond individual projects by, for example, strengthening the link between the Bank's investments and the economic reforms to be adopted at the broader sector and country levels.

7.04 Accompanying this, under the regional cooperation and integration theme, there are growing opportunities to advance gender mainstreaming in activities for legal, regulatory and policy reforms to improve regional cooperation and integration. These can be augmented through existing partnerships as well as new multi-stakeholder partnerships which offer windows of opportunity and crucially, can unleash the chances of success.

## **8. CONCLUSIONS AND FUTURE STEPS**

8.01 GEAP continues to provide a sound framework to implementing GEPOS and for CDB's support to BMCs in their promotion of gender equality. The Report concludes that the trend in performance has been upward with evidence of good practice in many areas. In particular, innovations in project design in infrastructure projects signal the Bank's responsiveness to the needs of BMCs for sustainable approaches and results. Of significance over the period, is the engagement by new staff and areas of operations on gender issues, and commitment by staff to knowledge generation and sharing across all the operational areas.

8.02 The Bank now has a catalytic portfolio of interventions from which it can tap to address the needs of BMCs. The report concludes that there is good opportunity to scale up these interventions to complement the mainstreaming agenda and boost the Bank's responsiveness on the ground.

8.03 The report recognises the Bank's efforts to ramp up measures to support effective management, engagement and commitment at all levels to support the prominence assigned to gender as a cross-cutting theme in the Bank's strategic outlook. The expectations of the gender mandate are quite considerable, requiring technical capacity that goes beyond the current available resources. Many of the mainstreaming efforts have been at the ex-ante level and the Bank and BMCs will be challenged at the levels of implementation and monitoring. This will require, additionally, finding entry points within BMCs for

strengthening gender policy dialogue, capacity development, including the strengthening the gender responsiveness of country systems.

8.04 In terms of monitoring, the Bank is aware of its role in tracking gender equality at the country level and would engage in partnerships that can assist BMCs with methodologies for gender budgeting and establishing gender indicators that can track performance using country systems.

8.05 In going forward, the following steps would be required:

- (a) Actions to improve performance in the short term:
  - (i) support staff accountability by giving priority to strengthening gender priorities in the Bank's core instruments and products and addressing knowledge and evidence gaps;
  - (ii) deepen gender dialogue with BMC governments and private sector to promote ownership, leadership and more robust client responsiveness to, and development results in gender equality; and
  - (iii) adopt the Gender Marker System;
- (b) scale up innovations which complement the current pipeline in areas which have been identified as opportunities where the Bank can be particularly active;
- (c) undertake a broad participatory approach to the design of the new gender operational strategy, recognising the strategic alliances and partnerships necessary for the promotion of gender equality in the context of inclusive development and good governance; and
- (d) address resource needs through:
  - (i) support for a network of gender expertise to meet the stated organisational commitments to gender equality, given the breadth of the GE-AP and the challenges faced by divisions and departments in realising some of its commitments;
  - (ii) a dual approach to capacity building: including a broad and comprehensive capacity-building strategy for BMCs and an extension of gender planning capabilities of all CDB staff; and
  - (iii) TA resources: (i) to scale up the Bank's responsiveness on the ground; (ii) for gender related initiatives of governments and NGOs and to respond to the vast need for technical and financial support to BMCs for the means of implementation of the gender related and specific priorities under the SDGs; and (iii) to co-finance activities with other development partners.

**GE ACTION PLAN**  
**SUMMARY STATUS OF IMPLEMENTATION MATRIX – NOVEMBER 2015**

<b>OUTCOME</b>	<b>INDICATORS</b>	<b>OUTPUTS</b>	<b>PROGRESS</b>	<b>Status</b>
<b>OBJECTIVE 1: Enhance Efficiency and Effectiveness of Gender mainstreaming in CDB's Financial Operations</b>				
Improved GM performance rating in loans, grants, CSPs and PBOs.	Percentage of approved portfolio with high gender performance rating.	GM performance scores developed and appraised.	Loan approvals with GM rating trended upwards from 20% ( USD16.6 mn) in 2013 to a projected 57% (USD 142mn).	
Improved quality of gender analysis in Project design	Percentage of approved Projects and TAs in Operations Portfolio with gender disaggregated baseline data, actions/strategy and gender outcomes in results matrices, by sector and amount	Guidelines for improving the quality of gender analysis for each stage of the project cycle; budget developed and validated by all Divisions/Units.	<p>Staff applying gender marker at entry.</p> <p>Guidelines and practical tools of gender analysis applied across the project cycle. Project RMFs include gender indicators and budgets. Project action plans are linked to outputs and outcomes and include strategic actions for institutional change as well as change in gender relations in the project areas.</p> <p>Technical notes are in preparation, to deepen identification of gender issues and strengthen gender action plans in the design of projects across the Bank operational areas.</p> <p>Growing number of innovative good practices in gender inclusive project design have emerged.</p> <p>Increased % of the TAs area gender specific and with increased attention to gender mainstreaming.</p> <p>In the BNTF, gender tools are applied in the Sub-project appraisal process. Gender analysis integrated in the design of all SPs and TAs of the</p>	
		GE integrated in baseline data collection. (Feasibility and sector studies and/or conduct gender responsive gender impact assessments.)	Guidelines for gender analysis applied in all financing operations, including the BNTF and OSF programmes; and gender criteria institutionalised as good practice in feasibility studies, sector studies project action plans and rapid assessments.	
Improved monitoring and evaluation of gender mainstreaming	Number of PSRs monitoring gender indicators, by sector	Gender targets integrated in: - Quality assurance documents; - Tracking mechanisms;	Gender criteria developed and applied in quality assurance documents. Criteria provided for monitoring by the MIS systems	
	Number of Project monitoring reports that			

**GE ACTION PLAN**  
**SUMMARY STATUS OF IMPLEMENTATION MATRIX – NOVEMBER 2015**

	disaggregate beneficiaries by sex.	<ul style="list-style-type: none"> <li>- Developed in PSR and PCR forms; and</li> <li>- OSF.</li> </ul> <p>Relevant guidelines developed.</p>	<p>Action Plans linked to implementation matrices of projects to effect timely and regular monitoring. Ongoing guidance given to Staff to support project review missions.</p> <p>New BNTF M&amp;E system and impact assessment framework developed to measure progress on gender indicators.</p> <p>Gender indicators incorporated in CDRRF M&amp;E framework</p>	
	Number of PCRs with lessons learned in GE by sector.		<p>Guidelines for gender inclusive project completion disseminated. In use for preparation of PCRs in 2015 – 2016 workprogramme.</p> <p>Gender inclusive TORs in use for PCRs for BNTF and CARTFUND which are under preparation</p>	
CSPs and PBOs with improved gender analysis and specific outcomes	Percentage of approved CSPs and PBOs with clear gender outcomes in RMFs	<p>Country Gender Assessments, Gender Analysis and/or policy dialogue on GE used to inform CSP/PBO development.</p>	<p>Ongoing effort in the design of CSPs to integrate gender considerations across the full range of strategies identified for the programmes of assistance with BMCs. In general, limited analysis of the gender impacts of current economic and fiscal strategies in main text.</p> <p>Ample scope for sharpening the discussion of gender priorities and gender responsive approaches in core sections of CSPs and for linking these priorities to lending and non-lending products.</p>	
		Guidelines for GE integration in CSP completed and implemented.	<p>Revision of gender marker for CSPs is in progress. Targeted training in gender and macroeconomic analysis for Economists under consideration.</p>	
Staff applying knowledge and skills for gender mainstreaming.	Number of staff reporting effective use of GM information and knowledge in specific areas.	Enhanced capability in GM among staff.	<p>Staff engaged with BMCs in capacity building training workshops (i) Gender mainstreaming in Trade; (ii) Gender mainstreaming in Water utilities; and (iii) Gender in MfDR.</p> <p>Transfer of sector specific gender knowledge through retainer consultants.</p>	

**GE ACTION PLAN**  
**SUMMARY STATUS OF IMPLEMENTATION MATRIX – NOVEMBER 2015**

			Staff members from across the Bank’s Divisions participated in the eCourse on Gender and Development developed by the World Bank Institute. Learning modality supported by background reports and multimedia presentations. Enhanced awareness on gender disparities and opportunities for public action in selected countries across the world. Satisfaction levels high. Access to CGAs to support requests for knowledge of the disparities in the Caribbean environment.	
Operational strategies with improved gender analysis and gender outcomes in RMF.	Number of policies and strategies under review with at least one gender responsive outcome.	GE integrated in operational policies and strategies.	Gender considerations integrated in operational policies as per work plan: (i) Transport Sector Strategy under preparation (ii) Education and Training under implementation.	
GE systematically integrated in Bank’s strategic and annual planning documents and reports.	Number of project-level output and outcome indicators within CDB’s RMF that report data appropriately, disaggregated by sex.	GE integrated into Bank-wide strategic planning and reporting documents.	(i) Annual Work Programme and Budget reflecting Divisional/Unit commitments to GEAP-2015. (ii) Development Effectiveness Reports with assessment on gender indicators.	
	Fair representation of women in management positions within CDB	Target of 45–50% of women in management positions.	Percentage women in senior management increased.	
	Number of BMCs with National Development strategies, CPAs or PRSs that have gender specific outcomes	GE contribution to Bank’s operational effectiveness performance reported.	Gender inclusive methodologies will guide development of new round of CPAs.  Gender sensitive Labour Market studies to inform TVET programming in SKN.  SLU National Development Plan with capacity building in gender analysis and gender planning and institutional support for the Gender Bureau under implementation for key ministries.	

**GE ACTION PLAN**  
**SUMMARY STATUS OF IMPLEMENTATION MATRIX – NOVEMBER 2015**

<b>OBJECTIVE 2: Increased Knowledge and Visibility of GE Issues among CDB Staff, Partners and Stakeholders.</b>				
Communication on and visibility of CDB's Gender Equality Policy and Operational Strategy enhanced	GE communications tools established and functional.	Communications and Knowledge Plan within GEPOS developed and adopted.	Ongoing Communications Plan on Gender will feed into the Bank's broader communications plan.	
	Website and intranet disseminating information on gender policy implementation to CDB's regional and international partners and stakeholders and CDB staff across all Divisions/Units.	Knowledge products and other resources available on intranet and published on the internet in accordance with standards established by Community of Practice and CDB's policy and guidelines.	Increased availability of knowledge products – on internet and shared on the intranet with staff – CGAs Youth Employment Study.	
		GE inclusive Business Processes guidelines and e-Operations developed and adopted.	Comprehensive gender guidelines in preparation for integration in PPMS and OPPM, targeted for completion in 2016.	
<b>OBJECTIVE 3: Improved Effectiveness of Gender Mainstreaming in BMCs</b>				
BMCs capacity for institutionalising gender equality enhanced	Number of BMCs requesting or undertaking capacity development initiatives	TAs for capacity building on Gender mainstreaming provided (includes National GE Policies, GE in sector policies and pilot GE interventions).	<p>Sector specific gender capacity building has increased awareness and support for reform of operational policies and processes in utilities and implementing agencies.</p> <p>Increased knowledge of gender standards informing proposals for, and outputs of CDB financed operations in the private sector and expanding gender related client partnerships.</p> <p>Caribbean Technological Consultancy Services partner agencies trained in gender inclusive MfDR, to improve project design and monitoring.</p> <p>Action plans produced by participants of training in gender mainstreaming in policies serve knowledge products on entry points for gender responsive policy formulation, e.g. in Trade.</p>	

**GE ACTION PLAN**  
**SUMMARY STATUS OF IMPLEMENTATION MATRIX – NOVEMBER 2015**

		<p>Gender training provided to implementing agencies. Innovative tools produced for gender responsive implementation on GBV .e.g. Belize YCT Project.</p> <p>Gender Implementation Guidelines for the design and implementation of Education Sector Plans developed for and reviewed by education planners in OECS education ministries.</p> <p>Update on Labour Market Needs survey for TVET planning in St. Kitts under implementation.</p> <p>IGDS UWI Regional Summer programme for capacity building completed.</p> <p>Curriculum on “<i>Gender Socialization for ECD Practitioners</i>” under implementation. Courses developed will be adopted/incorporated within the ECD/primary education teacher training programme of the Eastern Caribbean Joint Board of Teacher Education.</p>	<p>Gender training provided to implementing agencies. Innovative tools produced for gender responsive implementation on GBV .e.g. Belize YCT Project.</p> <p>Gender Implementation Guidelines for the design and implementation of Education Sector Plans developed for and reviewed by education planners in OECS education ministries.</p> <p>Update on Labour Market Needs survey for TVET planning in St. Kitts under implementation.</p> <p>IGDS UWI Regional Summer programme for capacity building completed.</p> <p>Curriculum on “<i>Gender Socialization for ECD Practitioners</i>” under implementation. Courses developed will be adopted/incorporated within the ECD/primary education teacher training programme of the Eastern Caribbean Joint Board of Teacher Education.</p>	
		<p>Regional knowledge sharing events for national GE machineries, CSOs, government agencies and development partners.</p>	<p>Coordination meetings of National Gender Bureaux – strengthening negotiation skills for representation of gender issues. Collaboration with UNWomen, CUSO and CARICOM Secretariat.</p> <p>Gender mainstreaming in Trade Policies for Regional trade practitioners and policy makers. In collaboration with UNCTAD and WTC.</p> <p>CARICOM Secretariat: Regional project to enhance educational planners and managers to implement, monitor and evaluate education sector plans for improved strategic planning and management of education systems in BMCs.</p>	

**GE ACTION PLAN**  
**SUMMARY STATUS OF IMPLEMENTATION MATRIX – NOVEMBER 2015**

			Bank-financed programmes of Institute for Gender and Development Studies and CARICOM Secretariat to develop regional capacity for development programming and to advocate and negotiate gender priorities for the SDGs.	
Increased capacity for critical data analysis, planning and reporting on GE.	Number of BMCs with developed multi-dimensional poverty indicators that are disaggregated by sex.	TAs provided to improve sex-disaggregated data in the BMC statistical systems.	Project will enhance the poverty reduction methodology. The assessment will provide targeted information on the nexus of gender and poverty. Under implementation.  CDB working with development partners on data for specific BMC needs.	
Increased BMC Investment (loans) in GE.	Number of gender specific loans and TA approved.	Pilot TAs to generate direct investment in GE (e.g. gender-based violence, gender responsive budgeting, expansion of economic opportunities and entrepreneurship) Loans Committee papers on gender equality themes developed.	Study: “Gender Disparities in Access to Finance in DFIs” under implementation. Inception report received.  TAs to NGO partners – Expansion of services of the Legal Aid Advisory Clinic in gender-based violence.  UN Women: Pilot study on Prevalence of GBV. In preparation.	

 Work on-going  
 Work advanced