



Infrastructure Development Bank of Zimbabwe

Gender Policy

2018 Edition

1.0 Gender Policy:

Level: Bank Wide

Type: Operations Management

Policy Owner: Resources Mobilisation and Climate Finance

Reviewed by: Corporate Governance Committee

Approval by: Board of Directors

Date: *i.e. date when the Policy was approved by the Board*

Policy Number: **RMCF – 002/001**

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Definition of Terms

Gender: a concept referring to the comparative or differential roles, relations, behaviours, responsibilities and opportunities (all socially constructed) of women and men in a given society. Gender determines to a great extent how we think, feel, and what we believe we can and cannot do as women and men.

Gender analysis: An approach which explores the inequalities in the relations between women and men in a given society (as well as the inequalities between women according to age, class, etc.) and assesses the disadvantages that women themselves identify as a cause for concern. In this approach, data are separated ('disaggregated') by sex, and the ways in which labour, roles, needs, and participation are divided and valued according to sex are examined.

Gender balance: The participation of an equal number of women and men within an activity or organisation, such as representation on committees or in decision-making

Gender equality: identical treatment of women and men in laws and policies and access to resources.

Gender equity: a broader term, indicating general fairness of treatment for women and men according to their respective needs.

Gender mainstreaming: a process of assessing the implications for women and men of any planned action, including legislation, policies or programmes in all areas and at all levels and is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes and/ or projects.

Gender relations: ways in which power, rights, roles, responsibilities, and identities are ascribed to women and men in relation to each other.

Gender sensitive: Refers to the understanding of the ways in which people think about gender and the sociocultural factors underlying gender inequality, and how they might be addressed. Gender sensitivity implies a consideration of the potential contribution of women and men to societal changes as well as the methods and tools used to: promote gender equity, reduce gender disparities, and measure the impact of climate change and other development activities on men and women.

Gender specific: targeted only at the needs and interest of either women/girls or men/boys as special categories, within existing gender divisions.

Gender and Development Intersections: the complex of reciprocal attachments and sometimes polarizing conflicts that confront both individuals and movements as they seek to "navigate" among the raced, gendered, and class-based dimensions of social and political life.

Gender disaggregated data: data collected about males and females separately in relation to all aspects of their functioning – ethnicity, class, caste, age, location, etc.

Sex disaggregated data: information presented according to numbers of males and females in a given population.

Sexual harassment: an unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated.

Vulnerability: the quality or state of being exposed to the possibility of being attacked or harmed, either physically or emotionally.

1.0 GENDER POLICY

1.1 Policy Statement

In line with the obligations set out by the Constitution of Zimbabwe Act no 20 of 2013; which are binding on every person, natural or juristic, including the State and all executive, legislative and judicial institutions and agencies of government at every level with gender equality and equality of all human beings as key founding values and principles. The same obligations arise from Constitutional national objectives of which the Bank at every level must endeavour; to facilitate rapid and equitable development, and must take measures to:

- Protect and enhance the right of the people, particularly women, to equal opportunities in development.
- Facilitate that local communities benefit from the resources in their areas. Endeavour to enable and take measures to empower, through appropriate, transparent, fair and just affirmative action, all marginalised persons, groups and communities in Zimbabwe.
- Ensure that appropriate and adequate measures are undertaken to create employment for all Zimbabweans, especially women and youths.
- Support both genders to be equally represented at every level.
- Ensure women constitute at least half of the membership of the Bank which is a governmental body established by an Act of Parliament.
- Facilitate that women have access to resources, including land, based on equality with men.
- Identify gender discrimination and imbalances resulting from past practices and policies.
- Promote the prevention of sexual harassment in workplace.

In support of the Sustainable Development Goals specifically goal five on the policy will adopt a dual approach of “gender mainstreaming” and selective strategic initiatives directed at tackling evident gender disparities, or in certain social and cultural circumstances that require separate stand-alone interventions. To realize its mission of championing sustainable infrastructure while supporting inclusive socio-economic development, the IDBZ is committed to the fulfilment of this Gender Policy both at an Institutional and programming level

The Government of Zimbabwe first came up with a National Gender Policy in 2004 which was subsequently replaced by the 2013-2017 National Gender Policy, which seeks to achieve a gender just society where women and men enjoy equality and equity and participate as equal partners in the development process of the country. In line with the SDGs (Goal number 5: *Achieve gender equality and empower all women and girls*) and the Zimbabwe National Gender Policy, the Bank seeks to create a platform or a framework that provides equal opportunities to all women and men to access all the Bank products and services and enhance women participation in infrastructure development. Thus, there is need to engage a broad range of stakeholders at global, regional, national and local levels, be they government, including subnational and local government, private business or civil society, including the youth and

persons with disability, persons living with HIV/AIDS and the chronically ill as gender equality and the effective participation of women and indigenous peoples are important for effective action on all aspects including climate change. In this regard the Bank recognises unpaid care work which results in Time Poverty among social constructions of women and girls' role in the domestic and personal sphere. It will aim to reduce and where possible redistribute through its programs and institutional environment. IDBZ therefore seeks to promote gender equality and equity, protect vulnerable groups from further harm and have them participate in decision making processes from an informed consent perspective.

Furthermore, the Bank is committed to providing a safe environment for all its employees free from discrimination on any ground and from harassment at work including sexual harassment. This is on the realisation that sexual harassment is a manifestation of power relationships and often occurs within unequal relationships in the workplace, for example between manager or supervisor and employee.

To this end, all employees of the Bank are mandated to abide by this Policy always. The Bank will consistently conduct regular management review of the policy to ensure continual improvement of gender integration in the Bank's operations. The Climate Finance and Sustainability Division will receive feedback from internal and external stakeholders of the ESSMS/Gender Action Plan and initiate timely policy recommendations for consideration by the Management. The Management will be responsible for recommending final policy review to the IDBZ Board for approval.

1.2 Overview

IDBZ envisions a Zimbabwe with robust, inclusive and sustainable growth and development. The Bank exists to champion sustainable infrastructural development in Zimbabwe. IDBZ recognises that gender relations and inequalities are fundamental causes of poverty and is therefore committed to establishing an environment that allows for gender equality and equity to promote inclusive socio-economic development in all its operations, advancing women and girl child's rights through infusion of gender analysis, gender sensitivity, women perspectives and gender equality goals into mainstream policies, projects and related institutions and activities. The Bank's gender focus is in line with the National vision "*A gender-just society in which men and women enjoy equity, contribute and benefit as equal partners in the development of the country*".

1.3 IDBZ Goal

To assist in the development of a gender-just society through a gender mainstreaming and gender-sensitive approach, that will achieve greater, more effective, sustainable, and equitable results, outcomes and impacts, in an efficient and comprehensive manner in both internal and external procedures and activities

1.3.1 Objectives of the Policy

- i. To build equally women and men's resilience to, and ability to address climate change, and to ensure that women and men will equally contribute to, and benefit from activities supported by the Bank;
- ii. Pursue affirmative action, quotas, for more rapid and efficient progress towards redressing gender inequality;
- iii. Ensure that the projects that the Bank is involved mainstream gender, promote equality and equity in access to economic opportunities for men, women, and socially excluded groups including those with disability;
- iv. Establish capacity building and knowledge sharing programmes on Gender and social inclusion for all staff members;
- v. To provide a guideline for all IDBZ staff in work and activities involved (e.g. program design and implementation, staff relations, organizational culture), in a gender-sensitive manner; and
- vi. To create a congenial work environment within IDBZ which enables women and men to work together in an equitable, effective and mutually respectful manner.

1.4 Principles of the Gender policy

- i. Gender equality and equity are central to IDBZ.
- ii. The empowerment of women and girls is recognised as fundamental to our mission;
- iii. Every individual understands and demonstrates attitudes and behaviours that promote gender equality and equity;
- iv. Allocate resources to support gender work;
- v. All work is continuously monitored against gender indicators where relevant;
- vi. Gender equality and equity are cross-cutting and should be given due recognition.

1.5 Purpose

In pursuit of this policy, IDBZ commits to undertake the following:

- i. Capacitate IDBZ operational staff, project managers and project implementing/executing partners to effect gender screening in all operations and projects, gender sensitive capacity building and knowledge-sharing programmes within IDBZ and its key stakeholders.
- ii. To reach gender balance in the staffing of the Bank at all levels, including key advisory and decision-making levels.
- iii. In the loaning and investments process, entities will be encouraged to adopt policies, procedures and competencies in place to implement the standard gender policy at the Bank through development of adequate gender checklists.

- iv. Ensure equality and equity in accessing the Bank's resources and employment opportunities by women and men through timely dissemination of gender sensitive information to all potential beneficiaries within the Bank or amongst the Bank's stakeholders.
- v. Develop strategies for family friendly and flexible working policies to allow staff to fulfil caring responsibilities.
- vi. Mainstream gender in all Bank's operations and projects through early gender analysis and develop objective gender action plans as necessary to close any identified gender gaps throughout the project life cycle.
- vii. Prioritise investment in infrastructure projects that maximize benefits to the people including women and the girl child, while at the same time discouraging investment in infrastructural projects that have significant negative environmental and social impacts to women and the girl child.
- viii. Mainstreaming gender climate responsive policies throughout project design and implementation, incorporating innovative technologies that enhance mitigation and adaptation to climate change.
- ix. Ensure compliance with all applicable gender related national legislation (Zimbabwe Constitution, National Gender Policy, and Zimbabwe Gender Commission Act [*Chapter 10:31*]), national obligations under international law as well as international priorities such as Sustainable Development Goal 5: 'Achieve gender equality and empower all women and girls.
- x. Develop, promote and use creative ways of engaging men and boys as agents of change in pursuit of gender equality.
- xi. Promote women and girls' independent access to and control over resources, services and institutions, including their ability to exercise rights over their own bodies and find protection against violence.
- xii. Ensure that the Gender Policy and Sexual Harassment Policy are widely disseminated to all relevant persons. All new employees must be trained on the content of these policies as part of their induction.
- xiii. Achieve the aspirations of this policy through the formulation, implementation and review of a documented gender inclusive Environment and Social Management System (ESSMS). The gender inclusive ESSMS will include the following key elements:
 - a. Environment and Social Sustainability Planning Framework
 - Identification of key environment and social aspects that pertain to women, men, boys and girls
 - Identification, analysis and mitigation of negative environment and social impacts, including those that are specific to women and girls, while maximizing the potential benefits.
 - Framework for setting gender related objectives, targets and programs
 - Commitment to gender-equitable stakeholder consultations and public disclosure of required gender-related information as part of project gender assessment and social analysis.
 - b. Gender action plan implementation arrangements
 - c. Gender monitoring mechanisms

- d. Gender management review framework
- xiv. Ensuring adequate resource allocation through gender sensitive budgeting within the Bank's various Departments, specific projects and in related institutional activities. The gender action plan will have a specific budget to ensure effective implementation.

1.6 Scope of the Policy

This policy covers all IDBZ operations. IDBZ-related infrastructural development projects categories will include:

- i. **IDBZ institutional arrangements.** These refer to the day to day running of IDBZ through its Human Resources. All the different units as well as policies which relate to the everyday running of the Bank are expected to be gender sensitive. Gender mainstreaming should be done at all levels.
- ii. **IDBZ's operations and internal infrastructural development projects.** These are Banks's functions across different Departments and Units as well as projects that are supported by IDBZ and may have potential to generate gender related environmental and social risks and impacts.
- iii. **IDBZ intermediary projects.** These are projects where IDBZ is the financial intermediary through which other implementing agents access investment capital from International Financiers such as the Green Climate Fund, African Development Bank and the World Bank. In this case IDBZ will ensure that the implementing agency/executing entity complies with the gender requirements of both the national and relevant International Financiers through this policy.
- iv. **Joint financing with partner institutions.** These are projects where funding is jointly provided by IDBZ and other institutions, such as the Joint Venture Arrangement, Public Private Partnerships and Special Purpose Vehicles. In this case, the Bank will have to be satisfied that the partner institution's Environment and Social Impact Assessment (ESIA), Gender Action Plan, Environment and Social Management System (ESSMS) and/or specific requirements for funding of the project are consistent with this Policy and that appropriate monitoring modalities are foreseen. On a case by case basis, the Bank will decide whether to rely on the partner institution's assessment of compliance with the applied policies and procedures.
- v. **Integrated Project Life Cycle.** This policy will apply to all project phases, ensuring that the gender related environmental and social risks and impacts are identified, assessed, evaluated, mitigated, managed and compensated during the following phases:
 - Project Identification
 - Project Appraisal

- Project Implementation
- Project Completion

The gender friendly environmental and social sustainability management cycle will be synchronized with the IDBZ project life cycle and the two will be integrated to ensure that the gender assessments add value to the conventional project life cycle approach. In line with the compliance requirements, the Gender Experts and relevant teams will ensure that the gender mainstreaming processes do not lag among the other aspects (environmental, social, technical, financial) of the project life cycle and ensure that well designed gender elements and implementation arrangements are taken on board. The integrated project life cycle applies to both IDBZ implemented projects and those implemented by other implementers where IDBZ is the financial intermediary. Through integration, gender assessment will be undertaken at the project identification stage and the gender assessment report will be part of the environmental and social assessment report that will be undertaken during project preparation stage. The synchronization follows through to project approval, project implementation, project monitoring and post implementation evaluation as guided by the gender inclusive ESSMS.

1.7 Related Policies and Manuals

The Gender Policy will be integrated with other complementary existing IDBZ policies and manuals, including and not limited to;

- Human Resources Policy
- Operations Manual
- Procurement Policy
- Risk Management Policy
- Lending and Investment Policy
- Information Disclosure Policy
- Environmental and Social Sustainability Policy
- HIV and AIDS Policy
- ICT Policy
- Compliance Policy
- Sexual Harassment Policy as embedded in the Human Resources Policy

1.8 Operational principles

The Bank will endeavour to capacitate relevant officers to adequately discharge their duties, including and not limited to conducting gender assessments, developing objective gender action plans, implementing and monitoring progress on gender mainstreaming in IDBZ projects, programs and operations. The integration with the Environmental and Social Sustainability Management System for effective mainstreaming will be conducted through; clear job description for internal IDBZ staff, gender targeting Terms of References for environment and social impact assessments, gender sensitive terms and conditions for suppliers or contractors and gender fulfilling financing conditions where IDBZ is the financial

intermediary including and not limited to gender statistics and reporting for targeted investments.

1.8.1 Sustainable Development

The Gender Policy is premised on the conviction that economic empowerment of women and the girl child is key to sustainable development, as guided by Sustainable Development Goal 5 ‘to achieve gender equality and empower all women and girls. Pursuant to this principle, affirmative action for more rapid and efficient progress towards redressing gender inequality will be administered as much as possible in all IDBZ operations, projects and related implementing partners projects. The affirmative action will include but not limited to women friendly qualifying requirements to achieve gender balance in its employed staff. The Bank will also thrive to ensure significant participation of women in infrastructural investment benefits such as allocation of housing infrastructure or loan facilities as the Bank moves towards gender equality.

1.8.2 Environment and Climate Change Impacts

IDBZ upholds and is guided by the realisation that environmental and climate change impacts are not gender neutral, hence relevant actions will be considered to address the needs, roles and relations of both women and men without perpetuating discrimination and stereotypes.

1.9 Priority Areas

In its quest to achieve gender equality and equity, IDBZ is aware that there are some challenges that make it difficult to implement this policy. The challenges include and are not limited to lack of appropriate infrastructure supportive of economic productivity, increasing poverty levels, the general economic performance and lack of appropriate skills. During the gender assessment for each project, IDBZ will particularly identify any such gender challenges and draft a comprehensive action plan to mitigate against such challenges for the smooth mainstreaming of gender in all IDBZ operations, projects and financial intermediary beneficiaries.

This gender policy targets to prioritize the following areas;

At an Institutional and Operational Level

- i. Promotion of inclusive economic growth and gender equality.
- ii. Prioritisation of a gender sensitive culture which includes training and regular assessment and ensuring equal pay for equal work.
- iii. Development of socio-economic infrastructure that serves the marginalised areas focusing on emancipation of women and the girl child.
- iv. Promotion of gender equality and equal employment opportunities in the Bank.
- v. Encourage women participation in infrastructure development through Joint Ventures and any other forms of participation.
- vi. Target women and other disadvantaged groups in the Bank’s capacity building programmes with the understanding that women can be influential and effective agents of change in sustainable development.

- vii. Development and implementation of a framework to analyse gender disparities in all Bank projects and gender sensitive impact analysis.
- viii. Implementation of gender-responsive climate and environmental policies.
 - ix. Promote gender sensitive procurement.
 - x. Reduced time poverty of women and enhance women's resilience to external shocks.
 - xi. Increase attention to generating employment and entrepreneurship opportunities for women.
 - xii. Enable women's access to quality jobs in non-traditional, higher-paying sectors.
 - xiii. Support inclusive, diverse and resilient designs of urban and rural infrastructure.
 - xiv. Ensure anyone, including employees of the Bank, clients, customers, casual workers, contractors or visitors who sexually harasses another will be reprimanded in accordance with the Bank's Sexual Harassment Policy.

1.10 Policy Review

IDBZ will conduct periodic management review of the policy to ensure continual improvement of the gender inclusive ESSMS to enable the Bank to be able to adjust its policies, processes, procedures, and project and programme design. In the light of this, the Bank will have a mandatory review of this policy after three years from the time of operation. In the event that key Constitutional or gender progression best practices are necessary before the lapse of the three years, a special resolution shall be passed at the behest. The Climate Finance and Sustainability Division/Compliance Department shall receive feedback from internal and external stakeholders on the gender inclusive ESSMS and propose timely policy recommendations for consideration by the Management who recommends final policy review to the IDBZ Board for approval.

1.11 Resources for the implementation of gender policy and strategies

IDBZ will ensure that resources are allocated to gender work through the Bank's Programme and Budget. The Bank will also maintain and update annually qualitative and quantitative information on gender-related expenditure and outcomes.

1.12 Conclusion

The Bank's Gender Policy seeks to promote the mainstreaming of gender in all the Bank's operations. In pursuit of sustainable and inclusive economic development infusion of gender analysis and gender sensitivity is of paramount importance. The policy supports the national and the international initiatives that seek to enhance women participation in the development process particularly in infrastructure development, capacity building and knowledge generation and sharing. Mainstreaming and integrating gender considerations in the Bank's institutional processes and projects improves quality of life among women and men, girls and boys and contribute to sustainable development. The Bank shall thrive to ensure that necessary plans and actions are put in place to achieve gender equality and equity.

Appendix 1: Gender Implementation Arrangements, Gender Assessment Template and Gender Action Plan Template

1.0 During the Project Cycle

During the Project Cycle, relevant gender aspects of the project or activity will be identified through the screening process and the environmental and social analysis. During the environmental and social analysis, IDBZ and any other project proponents will endeavour to understand the socio-cultural factors underlying climate change-exacerbated gender inequalities. The project components will consider the different roles of men and women in advancing resilient livelihoods at multiple scales, and response to the unique interests, priorities and needs of women and men in order to close gender gaps. Potential project risks for women and men associated with adaptation and mitigation activities will be assessed. Women and men at all levels of project cycles will be involved as key actors in the assessment, design, implementation, monitoring and evaluation of interventions. Both women and men need to benefit from a gender approach that reinforces their joint participation and equitable benefit through participatory, inclusive approaches, including actions designing, implementing, and strengthening guidelines gender perspectives in the projects to better measure direct and indirect beneficiaries.

1.1 Impact Identification

IDBZ and project proponents will undertake a mandatory initial socioeconomic and gender assessment for all projects in order to collect baseline data, and to:

- i. Determine how the project/programme can respond to the specific needs and preferences of women and men in view of the specific project issues (for example, in the context of climate change, women will typically be more likely to be negatively affected by the impacts of climate change as they are more reliant on natural resources for their livelihoods but have fewer resources (natural, physical, social capital) to cope and adapt to climate shocks in comparison to men);
- ii. Identify the drivers of change and the gender dynamics in order to achieve the project/programme climate change adaptation or mitigation goals if applicable;
- iii. Identify and design the specific gender elements to be included in the project/programme activities;
- iv. Estimate the implementation budgets for designed gender elements to be included project/programme activities;
- v. Select gender related output, outcome and impact indicators (among others) as necessary and appropriate (including outcomes and impacts of project activities on women and men's resilience to climate change for climate change related projects);
- vi. Design project/programme implementation and monitoring institutional arrangements to address gender-related impacts including building women and men's resilience to, and ability to address climate change and benefit equally from proposed interventions;
- vii. Identify capacity strengthening needs of implementation institutions (for example, provide training and refreshers) to ensure equitable benefits to women and men;
- viii. Identify capacity building and training needs for partners and implementers on collecting and analysis of sex-disaggregated information; and

- ix. Consider any adverse impacts or risks that may affect the equal access, equal participation or equal benefit from project activities for men and women (for example, identify if there are any cultural/religious/legal constraints that do not allow women and men to access or equally participate in project activities).

1.2 Gender Analysis/Assessment: Template (Project/Program Level)¹

1.2.1 What is a gender analysis/assessment?

Gender analysis/assessment refers to methods used to understand relationships between men and women, their access to resources, their activities, and the constraints they face relative to each other. A comprehensive gender analysis/assessment entails the examination of the different roles, rights, needs, and opportunities of women and men, boys and girls in a given project/program context. It is a tool that helps to promote gender – relevant entry points, policies and identify opportunities for enhancing gender equality in a particular project/program. In the case of climate change projects/programs, a well-done gender analysis/assessment helps to identify multiple causes of vulnerability, including gender inequality. It also helps to identify and build on the diverse knowledge and capacities within communities/households that can be used to make them more resilient to climate related shocks and risks.

1.2.2 When is a gender analysis/assessment used?

Gender analysis needs to take place early in the planning process so that an understanding of gender roles and power relations is built into the project. All projects/programs should include an analysis of gender and include data on gender issues within the overall situation analysis. This template provides key questions to consider while developing a gender analysis/assessment for a particular project/program. Be sure to tailor these questions to the context of your project/program. Also, be certain to include quantitative data (i.e. sex – disaggregated) and qualitative data while developing the gender analysis/assessment.

Gender analysis/assessment questions that need to be addressed at the project planning/preparatory stage:

- What is the maternal mortality rate, infant mortality rate, educational status of girls and boys, adult literacy rate (disaggregated by sex), poverty rate, labour force participation rate (disaggregated by sex), employment rate (disaggregated by sex), unemployment rate (disaggregated by sex), political participation rate (disaggregated by sex), life expectancy (disaggregated by sex) in the country of intervention and/or the project/program footprint area?
- What is the legal status of women in the country of intervention?
- What are commonly held beliefs, perceptions, and stereotypes related to gender in the project/program footprint area or the country of intervention?
- What is the division of labour among women and men in the project/program footprint area and/or the country of intervention?
- What is the participation between women and men in the formal/informal economy in the country of intervention or in the project/program footprint area?

¹ GCF, <https://www.greenclimate.fund/how-we-work/mainstreaming-gender>, accessed August 23, 2018.

- What is the situation of women and men in the specific sector of intervention or in the project/program footprint area?
- In terms of the proposed project/program, will there be any anticipated differences in men's and women's vulnerability and adaptive capacity to climate change? If so, what are these?
- Are there existing gender inequalities that may be exacerbated by climate change impacts in the proposed project/program footprint area?
- What are some of the inequalities that exist between different social groups in the project/program footprint area? How do these inequalities affect people's capacity to adapt to climate change?
- What roles women and men are anticipated to play in the context of the project/program? What will these entail in terms of time commitment and need for mobility?
- What resources (economic, financial, physical, natural, other assets) do women and men have access to? Who manages or controls access to these resources?
- Do women and men from vulnerable communities have equal access to information and opportunities necessary to participate and benefit fully from the anticipated outcomes of the project/program?
- Do women have equal access to education, technical knowledge, and/or skill upgradation?
- Will services and technologies provided by the project/program be available and accessible to both women and men?
- To what extent do women and men from vulnerable communities participate in decision – making processes? What type of decisions are made by women? What are the constraints (social, cultural, economic, political) that restrict women's active participation in household and community level decision – making processes?
- Are there any opportunities to promote the leadership of women in local governance/political systems and formal/informal institutions? If not, what are some of the constraints that hinder women from assuming leadership roles?
- What are the differential needs/priorities of women and men in the context of the project/program? Will the project/program be able to address their respective needs and priorities? If so, how?
- Have the needs of specific (and vulnerable) sub-groups been taken into account by the project/program (e.g. children, girls, women and men with disabilities, the elderly, widows)?
- Has the project/program recognized the distinct vulnerabilities of women and men and developed specific response strategies for each target group?
- Are the specific knowledge and skills of women and men, especially from vulnerable groups, being utilised to contribute to project/program outcomes and solutions?
- Has the project/program identified opportunities to challenge gender stereotypes and increase positive gender relations through equitable actions? If so, what are these opportunities and actions?

1.2.3 When should information from the gender analysis/assessment be considered?

The information gathered from the gender analysis/assessment should be considered in all stages of the project cycle: design, formulation, implementation, and monitoring and evaluation. In each of these stages, project/program managers should maintain a ‘gender lens’ approach, looking at ways the project/program can address gender inequalities that emerge from the project/program; ensure the differential needs of women and men are addressed; ensure women and men have equal access to resources, services, and capacity development; ensure equal participation of women and men in management arrangements and as beneficiaries, partners and key stakeholders; and ensure women’s equal participation in decision – making processes.

1.3 Project Implementation

During project implementation, IDBZ and other project proponents will;

1. Adopt methods and tools to promote gender equality and reduce gender disparities in (such as power differences including incidences of gender-based violence) in its projects including climate and other sectors; and
2. Measure the outcomes and impacts of its activities on women and men’s resilience to climate change and other sectors as appropriate.²
3. Build capacity within the project team (and among stakeholders as necessary) to ensure gender-responsive implementation and continued integration of a gender perspective within the sector of intervention.

When the gender analysis/assessment reveals that actions need to be taken in order that both genders benefit from the project, females are not disproportionately negatively impacted or other relevant reason, a Gender and Social Inclusion Action Plan should be developed to ensure that mitigation and other project activities act to avoid, reduce or compensate for these matters.

1.4 Gender and Social Inclusion Action Plan: Template (Project/Program Level)³

Certain IDBZ projects/programs will require the development of a gender and social inclusion action plan (GAP). A project/program-specific GAP is a tool used to ensure gender mainstreaming is clearly visible in project/program design and implementation. The project/program GAP is not a separate component. It mirrors the logical framework of the project and is an integral part of project/program design. GAPs include clear targets, gender design features and measurable performance indicators to ensure women’s participation and benefits. Key aspects of the GAP are incorporated into project/program assurances to encourage buy-in from AEs and other partners.

The GAP presents:

- Work undertaken to address gender issues in the project/program;

²“Resilience to climate change to be understood as (1) the capacity to absorb stresses and maintain function in the face of external stresses imposed upon it by climate change, and (2) adapt, reorganize and evolve into more sustainable socioeconomic behaviors, leading people to be better prepared for future climate change impacts”. (See C. Folke, “Resilience: The emergence of a perspective for social-ecological systems analyses”, *Global Environmental Change*, vol. 16 (2006) pp. 253–267; and Donald R. Nelson, W. Neil Adger and Katrina Brown, “Adaptation to environmental change: contributions of a resilience framework”, *Annual Review of Environment and Resources* Vol. 32 (2007) pp. 395–419.). Adapted from GCF “Annex XIII: Gender Policy for the GCF,” *GCF/B.09/23*, p 86, accessed 6-29-18 on https://www.greenclimate.fund/documents/20182/319135/1.8_-_Gender_Policy_and_Action_Plan.pdf

³ GCF, <https://www.greenclimate.fund/how-we-work/mainstreaming-gender>, accessed August 23, 2018.

- Targets and design features, included in the project/program to address gender concerns and ensures tangible benefits to women and men, especially from vulnerable communities;
- Mechanisms to ensure implementation of the gender design elements;
- Gender - sensitive monitoring and evaluation indicators.

Below is a template of a GAP from the Mitigation and Adaptation and Private Sector Facility Divisions at GCF. As the following template shows, the GAP should contain impact, outcome and output statements, gender – responsive activities, gender – performance indicators and targets, timeline, responsibility lines, and approximate budgetary allocations against each activity. Guidance on what impact, outcome, output statements, gender – responsive activities, gender – performance indicators and targets should look like are provided in the GAP template.

Activities	Indicators and Targets	Timeline	Responsibilities	Costs
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Impact Statement: Write the project/program impact statement here (*Note: an impact statement briefly summarizes, in lay terms, the difference the project/program will make over time. It also states the long – term gender, social, economic, environmental impacts to which the project/program will contribute.*

*Examples of impact statements in, say, a climate change/energy efficiency project/program: **increased resilience of vulnerable communities, including women and girls, to the negative impacts of climate change; improved access to affordable, year – round clean energy services for all households, including poor and female – headed households.***

Outcome Statement: Write the project/program outcome statement here (*Note: the outcome statement should be specific, measurable and let project managers know when project goals are achieved. An outcome statement describes specific changes in knowledge, attitude, skills, and behaviours that will occur due to actions undertaken by the project/program.*

*Example of an outcome statement in, say, a gender – responsive energy efficiency MSME project/program: **improved business opportunities for an estimated X no./percentage of women – led/owned energy efficiency enterprises.***

Output(s) Statement: Write the output statement here. In many cases, there will be more than one output for a project or program; therefore, for each output statement a separate row should be created followed by associated activities, gender – performance indicators, sex – disaggregated targets, timeline and responsibilities. (*Note: an output statement highlights what the project/program intends to achieve in the short term due to project/program activities. Example of an output statement in, say, an energy efficiency project/program is: **installed meters, new and subsidized service connections and improved supply quality.***

(This is the place where the project/program team inserts a brief list of activities. Activities are those that tell us what the project/program will do; sometimes referred to as interventions. Examples of activities associated with the above output are):
 (i) Poor and socially excluded female headed

Outline the indicators and targets here (*Note: A good indicator should be able to measure the quantity, quality and timeliness of products (goods or services) that are the result of an activity, project or program. On the other hand, a target should – in the case of the GAP – be disaggregated by sex.*

(This is the place where the project/program team inserts the timeline for each of the indicators/targets. Examples are shown below):
 By X year
 By X year

(Highlight here which party/organization/entity/partner will be responsible for ensuring the achievement of targets, as outlined in the indicator and targets column. Examples are provided below):
 Accredited Entity/Executing Agency

(This is the column to insert the approximate budgetary allocation for undertaking each activity. Examples are provided below):
 US\$ X
 US\$ X

households (FHH) provided new meters

(ii) Poor and vulnerable FHHs provided with new service connections

(iii) Increase in female-headed, start-up, energy-based microenterprises

(iv) Women self – help groups (SHGs) trained as trainers for the implementation of gender-sensitive energy user awareness programs

(v) Public awareness program implemented, targeting women’s spaces and men, to include information on:

- provision of concessionary/subsidized rates for households below the poverty line
- support for metering and easy payment systems

Targets, disaggregated by sex, is an effective way to measure quantifiable [and differential] results for women, men, girls and boys.

Examples of gender – performance indicators and sex – disaggregated targets are):

- X% FHHs and X% of other vulnerable HHs (e.g. widowed, minorities, differently – abled, the elderly) in project areas
- X% of poor and vulnerable FHHs in

1.5 Consultations

Stakeholders' consultations will be gender balanced and ensure equitable women's participation in planning and decision making at all project stages in whatever ways are most effective and meaningful (for example, identify and consult with women/gender groups, associations or stakeholders on project formulation) Through the consideration of female input, projects will include the perspectives of men and women in the application of the mandatory project/programme social and environmental safeguards in line with Zimbabwe, IDBZ and GCF Gender Policies.

1.6 Grievance Redress Mechanism

The project specific GRM will process any gender related complaints.