



Gender Mainstreaming Strategy and Action Plan

2020-2025

CONTENTS

I. Background	3
1.1 About Infrastructure Development Bank of Zimbabwe	3
1.2 The Bank’s Commitments on Gender Equality	3
1.2 Gender Audit of IDBZ	4
2. Gender mainstreaming strategy	7
2.1 Rationale for the strategy	7
2.2 Purpose of Strategy	7
2.3 For whom is the GMS?	8
2.4 The IDBZ approach to gender mainstreaming and the guiding principles for the GMS	8
2.5 Key Assumptions	9
2.6 Strategic Goals, Objectives and Strategies	10
2.6.1 Strategic Goal 1: STRENGTHENED INSTITUTIONAL CAPACITY OF IDBZ TO MAINSTREAM GENDER TO ACHIEVE GENDER EQUALITY	10
2.6.2 STRATEGIC GOAL 2: STRENGTHEN GENDER MAINSTREAMING CAPACITY OF THE BANK’S EMPLOYEES	12
2.6.3 STRATEGIC GOAL 3: STRENGTHENED GENDER MAINSTREAMING AT PROJECT IMPLEMENTATION LEVEL	12
2.7 Delivering the Strategy	13
Annex I: Planned Actions	14

I. BACKGROUND

I.1 About Infrastructure Development Bank of Zimbabwe

The Infrastructure Development Bank of Zimbabwe (“IDBZ”/“the Bank”) is a national Development Finance Institution (DFI) with a mandate on infrastructure development and financing, established by the Government of Zimbabwe in 2005 through an Act of Parliament, the Infrastructure Development Bank of Zimbabwe Act [*Chapter 24:14*]. IDBZ was established as a successor institution to the then Zimbabwe Development Bank. The Bank is at the centre of national efforts to accelerate infrastructure development as an anchor for sustainable and inclusive socio-economic transformation in Zimbabwe. Guided by the Transitional Stabilization Programme (TSP), Vision 2030 and the Sustainable Development Goals (SDGs), the Bank primarily focuses on the following high impact sectors which are considered enablers for sustainable and inclusive socio-economic development:

- Water and Sanitation (dams, water pipelines, water treatment plants, municipal water and sewer projects);
- Irrigation Infrastructure;
- Transport (roads, airports, railways, border posts);
- Energy (power plants, transmission and distribution grid networks, etc); and
- Housing (on-site and off-site infrastructure, university and tertiary institutions accommodation, etc).

The Bank’s secondary sectors of focus include education facilities, health facilities and tourism infrastructure. Information and Communications Technology (ICT) is considered a cross-cutting issue across the Bank’s areas of intervention. The IDBZ has 5 Key Result Areas (KRAs) namely, Infrastructure financing; Project Cycle Activities and management; Financial sustainability; Knowledge generation and sharing; and Institutional efficiency.

I.2 The Bank’s Commitments on Gender Equality

In line with the Constitution of Zimbabwe Act No. 20 of 2013 and the National Gender Policy, IDBZ is committed to promoting and achieving gender equality both at institutional and programming levels. The Bank has developed an Institutional Gender Policy which is informed by the Bank’s recognition that gender relations and inequalities are fundamental causes of poverty and therefore the Bank commits itself to establishing an environment that promotes gender equality and inclusive socio-economic development in all its operations. The Bank thrives to advance women and the girl child’s rights through infusion of gender analysis, gender sensitivity, women’s perspectives and gender equality goals into mainstream policies, projects and related institutional frameworks and activities. The Goal of the Bank’s Gender Policy is

to contribute to 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 processes and activities.

The Bank considers gender as one of the key cross-cutting issues that affect response to infrastructure development and sustainable development and aims to promote gender equality and women empowerment within its operations and in projects developed, financed and implemented by the Bank. A gender lens in infrastructure development and operations is believed to enhance the effectiveness and sustainability of infrastructure investments. The Bank is committed to strengthening the capacity of women to take up leadership roles in infrastructure development as well as strengthen women's roles and agency for the advancement of their socio-cultural empowerment in directly supporting the gender equality commitments made by the Bank in its Institutional Gender Policy.

1.2 Gender Audit of IDBZ

IDBZ instituted a Gender Audit to assess the extent to which the Bank is effectively mainstreaming gender in line with the provisions of the Institutional Gender Policy. The Gender Audit assessed the Bank's systems, structures and operations and provided baseline values for future progress evaluation. The audit was crucial for ensuring that the Bank's policies, strategies, programs and projects adhere to agreed global commitments to promote gender equity and equality as stipulated in international, regional, national and institutional instruments, policies and standards. The Gender Audit was important for assessing whether internal practices and related support systems for gender mainstreaming are effective. Besides establishing a baseline for gender equality indicators, the audit established a baseline, identified critical gaps and challenges, and recommended ways of addressing them. The Gender Audit also enhanced the collective capacity of the Bank to examine its activities from a gender perspective, thereby promoting gender equity and equality. The results of the Gender Audit were intended to inform the development of a Bank-wide Gender Strategy and Action Plan to guide the Bank's operations.

The Gender Audit made the following key recommendations:

- **Gender Parity:** More efforts are needed, through affirmative action and quotas¹, to achieve gender parity within the Bank at both board level and senior executive levels where women are grossly under-represented.
- **Staff Capacity Building:** increased capacity building in gender mainstreaming for all staff at all levels is needed. Staff capacity to conduct gender analysis, develop gender action plans, evaluate gender equality actions, generate evidence for gender mainstreaming and come up with impactful gender mainstreaming strategies should be enhanced through regular technical training and awareness activities. Staff capacity on

¹ Objective 2 of the Institutional Gender Policy

Gender Responsive Budgeting (GRB) should also be enhanced through capacity training.

▪ **Gender Awareness Creation:**

- There is need for increased awareness of gender equality issues across all Bank levels.
- More awareness creation around the Bank's gender and sexual harassment policies, as well as other related policies such as the HIV and AIDS policy, the Wellness policy, the Dress code policy etc, is needed to ensure that all employees are aware of the policy provisions.

▪ **Institutional mechanisms for gender mainstreaming:**

- There is need for Gender Experts in the Bank to be strategically placed within the Bank's organogram to enable the experts to influence decision making at a higher level and in strategic organs of the Bank such as the Executive Committee and the Loans and Investments Committee.
- For improved coordination of gender mainstreaming activities across the Bank, there is need to appoint Gender Focal Persons (GFPs) or Gender Champions in each department of the Bank. The GFPs will need to be fully trained to enable them to identify gender mainstreaming needs at departmental level. There is also need for Gender Focal Persons at Directorate and Board levels. The GFPs should have clear Terms of Reference clearly outlining their roles and mandates within the Bank as well as how they relate with the Gender Experts.
- Specific budget allocations for gender mainstreaming are needed to facilitate mainstreaming activities.
- There is need to develop an easy to use gender mainstreaming toolkit that can be used by employees to mainstream gender in their day to day work. The toolkit should have a checklist of basic things to do and to look out for when mainstreaming gender. The toolkit should be made available to all employees, particularly Gender Focal Persons and project managers.
- To promote accountability for gender mainstreaming within the Bank, there is need for gender mainstreaming to be considered a key result area to be assessed during performance appraisals of employees. Gender mainstreaming targets therefore need to be set for departments and heads of departments. Performance can be measured by a number of indicators including the extent to which they create a conducive work environment for both female and male employees; the extent to which they enforce the provisions of the Gender Policy; how they take into account the needs of women and men in decision making; and the development of gender sensitive actionable plans.
- To promote gender mainstreaming, there is need to establish a reward or recognition mechanism for those who excel in mainstreaming gender.

- **Creation of a safe, gender sensitive working environment:**
 - Increase awareness among the Bank's employees on the Gender and Sexual Harassment Policies and implement the provisions of the policies.
 - There is need for the Bank to consider providing safe spaces such as a Diversity centre for its employees to cater for their needs. This could be in the form of a room with couch bed, baby care facilities and reading materials among others. Studies have shown that providing such facilities contributes to increased productivity.
- **Gender Mainstreaming in Projects:**
 - Gender equality expectations of IDBZ should be clearly outlined in contracts that are signed with contractors, with clear gender equality targets and timelines as well as a gender mainstreaming strategy. Training of contractors on gender mainstreaming should be conducted to ensure buy-in and better appreciation and understanding of the Bank's gender policy by the contractors. The contractors should also be supported in reviewing their organisational policies to ensure that they are in alignment with the Bank's expectations on gender equality. In some cases, Contractors can be supported to develop policies such as the Gender policy, the Sexual harassment policy and the HIV and AIDS policy if the Contractor does not have such policies, OR to adopt the IDBZ policies. Contract implications for non-adherence to the gender principles for both the Bank and the contractor should be highlighted in the contract and clearly communicated to the contractors. Copies of the Bank's gender and sexual harassment policies should also be availed to all contractors, both new and old. Contractors should submit copies of their gender and sexual harassment policies to the Bank before a contract is issued. Implementation of the policies will need to be monitored during project implementation.
 - It should be mandatory for contractors to have a Gender Champion or a Gender Focal Person stationed at project site for all projects, the same way Safety, Health and Environment (SHE) Officers are stationed at each construction site.

2. GENDER MAINSTREAMING STRATEGY

2.1 RATIONALE FOR THE STRATEGY

Studies have shown that Gender Inequality is a drawback to socio-economic development². Gender Inequality reflects injustice, discrimination and unfair distribution of resources and influence within societies. The concept is often the root cause of poverty within societies particularly amongst women and girls. Gender Inequality has also been noted to be a critical barrier to the attainment of Sustainable Development Goals (SDGs).

The 2030 Agenda and the Sustainable Development Goals underscore that gender equality and the empowerment of women are integral to the achievement of sustainable development. In addition to the nine targets under Goal 5 on gender equality, gender equality is reflected in 36 targets and 54 indicators across the other Goals. These targets focus on poverty reduction, work, agricultural productivity, hunger, health and nutrition, water and sanitation, climate change-related planning, participation in public life and sustainable cities and communities.

Despite the progress, significant gender inequalities persist, depriving women of rights and opportunities and hampering global progress in all development settings due to the persistent as well as emerging challenges such as climate change and land degradation that have distinct impacts on women and men and are either eroding or have the potential to erode gender equality gains.

To achieve its gender equality commitments, the Bank needs a strategy, that specifically outlines strategic and priority actions that the Bank will take in the next five years to address the gender mainstreaming gaps identified by the Gender Audit as well as consolidating its gender mainstreaming strengths and investments. A Gender Strategy helps to translate the symbolic commitment to gender equality and women's empowerment into substantive and actionable entry points. It expressly states actionable guidelines on how to implement and manage gender mainstreaming activities and outcomes including tracking progress over time.

2.2 Purpose of Strategy

This Gender Mainstreaming Strategy provides a guiding framework for effective gender mainstreaming within the Infrastructure Development Bank of Zimbabwe. The Strategy was informed by the institutional Gender Policy 2018 as well as results of a Gender Audit of the Bank which was conducted between December 2019 and January 2020. The Strategy is for a five year duration, spanning from 2020 to 2025, and is aligned to the Bank's Institutional

² UNFPA State of World Population Report, 2000

Gender Policy whose development was informed by the National Gender Policy and supportive regional and global legal and development frameworks including, SADC Protocol on Gender and Development; African Union Agenda 2063, Beijing Platform of Action; Sustainable Development Goals (SDGs), Enhanced Lima Work Programme on Gender; and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

The purpose of this Gender Mainstreaming Strategy (GMS) is to provide a framework for the operationalisation and implementation of the Bank's Gender Policy and gender equality priorities. The GMS seeks to translate stated policy goals and objectives into action and will serve as a comprehensive master plan for the achievement of these goals and objectives in a coordinated and complementary manner. The GMS establishes organisational priorities to support gender equality in alignment with the Institutional Gender Policy, and outlines delivery mechanisms, strategies, actions, roles and responsibilities for gender mainstreaming within the institutional policy framework. The GMS focuses on what needs to be done in the next five years to achieve the Bank's gender equality goals.

2.3 For whom is the GMS?

Gender cuts across all activities and Departments within the Bank. For this reason, this strategy is a useful guide for all the Bank's employees, partners and stakeholders who are involved with the Bank's operations which are primarily focused on the following areas:

- Water and Sanitation (dams, water pipelines, water treatment plants, municipal water and sewer projects);
- Irrigation Infrastructure;
- Transport (roads, airports, railways, border posts);
- Energy (power plants, transmission and distribution grid networks, etc); and
- Housing (on-site and off-site infrastructure, university and tertiary institutions accommodation, etc).

2.4 The IDBZ approach to gender mainstreaming and the guiding principles for the GMS

The IDBZ approach to gender mainstreaming is to support targeted gender-specific interventions that addresses gender concerns in developing, planning, implementing and evaluating all policies and programmes. To achieve this, the Bank will rely on gender analysis and sex-disaggregated data to address interconnected development challenges. IDBZ gender mainstreaming approach is grounded in the seven core principles articulated below.

- **Teamwork** - success of gender integration ultimately depends on the collective efforts of everyone who is involved in the Banks' operations.

- **Equal opportunity and Equity**– providing equal opportunity and equity, is a necessary condition for closing or bridging gender gaps. The Strategy views all women and men as active agents of change and thus focuses on ensuring that those marginalized and left behind are empowered and have the agency to make decisions over their lives and participate in the development discourse. As such, interventions supported by the Bank will go beyond counting numbers of beneficiaries by sex and will focus on empowering and creating agency for women and men and closing gender gaps.
- **Voices** – there is need to proactively seek and amplify women’s voices, and those of other vulnerable groups so that their concerns can be heard.
- **Accountability** – there is need for reasonable gender equality targets, tracking of progress, adjustment of approaches, and accountability to all stakeholders of the Bank.
- **Transparency**-the GMS will be implemented in a transparent manner, where all the Bank’s employees, partners and stakeholders will participate and have their inputs and contributions considered.
- **Inclusivity and diversity** - No one will be left behind, and the workspace will value individual differences and make them welcome.
- **Innovation** – is a critical aspect of the gender equality work. Advancing gender equality calls for innovative approaches, from conversations on difficult topics to behaviour-change interventions to challenge discriminatory social norms and practices that are at the heart of gender inequality. Technological innovations can eliminate structural and societal barriers that prevent women from accessing financial and other services and break traditional patriarchal supply chains of information, resources and power.

2.5 Key Assumptions

The successful implementation of the GMS will be predicated on the following key assumptions:

- **Political will and commitment** - the Board and Management as well as employees, partners and stakeholders will demonstrate political will and commitment towards the implementation of the Bank’s GMS.
- **Strong systems of monitoring and evaluation** for tracking progress on gender equality, will be put in place.
- **Adequate human and financial resources** to operationalise the GMS will be available and a specific budget for gender mainstreaming will be put in place.

2.6 Strategic Goals, Objectives and Strategies

The strategies proposed in this GMS are informed by the key findings of the Gender Audit in general and specifically by the recommendations put forward to address identified gender mainstreaming gaps in the Bank. The proposed strategies are therefore meant to operationalise the recommendations put forward by the Gender Audit and these recommendations have been framed as the strategic goals and objectives of the Gender Mainstreaming Strategy.

The Strategy has three goals, namely: Strengthened institutional capacity of IDBZ to mainstream gender for achievement of gender equality; Strengthened capacity of the Bank's employees to mainstream gender; and Strengthened gender mainstreaming at project implementation level. Under each Strategic Goal, there are specific objectives that the Strategy aims to achieve in order to reach the stated goal and under each Objective, strategies are proposed on how best to achieve the objectives.

2.6.1 STRATEGIC GOAL I: STRENGTHENED INSTITUTIONAL CAPACITY OF IDBZ TO MAINSTREAM GENDER TO ACHIEVE GENDER EQUALITY

Strategic Objective I: Achieve Gender Parity and Equality at all Levels of the Bank

Although the Bank has made significant efforts to achieve gender parity and equality at all levels, there are still glaring gender disparities at the higher levels of the Bank. Female employees constitute 36% of the total number of employees in the Bank; Only 10% of managerial employees are female while at board level there is only one female board member out of 8 members. To achieve gender equality and parity, the following strategies are proposed

Strategies

- a) Lobby the responsible Minister to consider gender parity in the appointment of the Bank's Board.
- b) Adopt and implement an affirmative action policy and quotas in recruitment in line with the objectives of the Bank's Gender Policy to ensure increased recruitment of female employees in male dominated departments or levels.
- c) Conduct leadership capacity building training for female employees.
- d) Create safe spaces such as a Diversity centre for employees to cater for their needs. This could be in the form of a room with couch bed, baby care facilities and motivational and inspirational reading materials among others.
- e) Develop and implement strategies for family friendly and flexible working conditions to allow staff to fulfil their caring responsibilities.

Strategic Objective 2: Strengthen IDBZ Institutional Capacity and Mechanisms for Gender Mainstreaming

The engagement of Gender Experts by the Bank has enhanced institutional capacity to mainstream gender. The Gender Experts are providing technical support in gender analysis, mainstreaming of gender elements in projects and programmes, development of gender action plans and monitoring of Bank projects. The Gender Audit however revealed that there are still some institutional capacity gaps, including: lack of adequate skills and tools by some project managers to mainstream and monitor gender related activities in their projects; lack of beneficiary gender disaggregated data for some of the Bank's projects; and inadequate budgetary support for gender mainstreaming and capacity building activities.

Strategies

- a) Strategic positioning of gender experts on the organogram so that they can influence decision making at all levels of the Bank, particularly in the Executive Committee and the Loans and Investments Committee.
- b) Establish Gender Focal Persons (GFPs) positions in each department/division/unit of the Bank (including at directorate and board levels) to coordinate gender mainstreaming activities in collaboration with the institutional gender experts.
- c) Develop and adopt an easy to use gender mainstreaming tool kit for the Bank, with a check list of gender mainstreaming steps and activities that each department has to adopt. The toolkit should be made available to all employees, particularly Gender Focal Persons and project managers.
- d) Through a phased approach, institutionalise gender mainstreaming into the performance appraisal and rewarding system of the organisation with set targets and indicators for the Heads of Departments/Divisions/Units. Performance can be measured by a number of indicators including the extent to which they create a conducive work environment for both female and male employees; the extent to which they enforce the provisions of the Gender Policy; how they take into account the needs of women and men in decision making; and the development of gender sensitive actionable plans.
- e) Establish a framework for Gender Responsive Budgeting and a specific budget for supporting gender mainstreaming activities.
- f) Establish mechanisms for operationalization of the Bank's M&E framework for gender mainstreaming to generate evidence on the effectiveness of gender mainstreaming and its relevance to the performance of the Bank. Develop mechanisms for sharing this evidence with the Bank's employees, Board, strategic partners and intended beneficiaries of the Bank's projects.
- g) Strengthen partnerships with partners with technical skills for gender equality including with CSOs, Women's Organisations, NGOs, development partners, academic institutions etc to enable the Bank to benefit from the capacity of these institutions.

2.6.2 STRATEGIC GOAL 2: STRENGTHEN GENDER MAINSTREAMING CAPACITY OF THE BANK'S EMPLOYEES

Strategic Objective I: *Increase Level of Awareness among Staff on Gender Equality Issues and Gender Sensitive Policies of the Bank*

Although the level of awareness of gender issues was high among the Bank's executive and managers, it was considerably lower among lower level employees. The following strategies are proposed to address this gap.

Strategies

- a) Mandatory gender awareness training for all employees.
- b) Regular awareness trainings on the Bank's Gender Policy and Sexual Harassment Policy and related policies such as HIV and AIDS policy, the Wellness policy, Complaints Management Policy, Information Disclosure Policy, the Dress code policy among others to ensure that all employees are aware of the policy provisions.

Strategic Objective 2: *Enhance the Technical Capacity of Employees to Mainstream Gender in their Work*

A significant proportion of the Bank's employees reported that they lack the skills and capacity to mainstream gender into their day to day work. To address this gap, the following strategies are proposed.

- a) Capacity training on gender analysis and gender mainstreaming using the gender mainstreaming tool kit. Training should enhance the staff capacity to conduct gender analysis, develop gender action plans, evaluate gender equality actions, generate evidence for gender mainstreaming, undertake Gender Responsive Budgeting and come up with impactful gender mainstreaming strategies.

2.6.3 STRATEGIC GOAL 3: STRENGTHENED GENDER MAINSTREAMING AT PROJECT IMPLEMENTATION LEVEL

Strategic Objective I: *Enhance Contractors and Partners' Adherence to the Bank's Gender Policy and Human Resources Policy Provisions and Requirements*

The Gender Audit revealed that although significant progress has been made to mainstream gender at project implementation levels, gaps still exist in terms of the following: some contracts with contractors do not explicitly state the gender equality policy provisions of the bank thereby making it difficult for the Bank's project managers to implement these policy provisions; some of the Bank's contractors have low level of awareness on gender issues while others do not have gender and sexual harassment policies; and there is lack of gender disaggregated data of beneficiaries in some of the Bank's projects. To address these gaps, the following strategies are proposed:

Strategies

- a) Mainstream the Bank's Gender Policy and Sexual Harassment Policy provisions and requirements in contracts with service providers. Alternatively, provide these policies as annexes to the contracts with the Bank's contractors.
- b) Induction meetings/trainings with contractors should cover key provisions of the Bank's Gender Policy and other related policies.
- c) Provide technical support to contractors on how to implement the provisions of the Bank's Gender Policy and Sexual Harassment Policy and where need, support the contractors in developing their own organisational gender policies and strategies.
- d) Monitor adherence to the Bank's policy provisions by the contractors.
- e) All projects should conduct a gender analysis before implementation.
- f) Develop an Inclusion Strategy for Socially Excluded groups such as women, girl children, People Living with Disability, People Living with HIV and the poor and marginalised to ensure that they benefit from the Bank's projects.

2.7 Delivering the Strategy

The Bank developed a road map with a series of time-bound activities to be undertaken in implementing the Gender Mainstreaming Strategy. The Action Plan outlines the objectives, strategies and specific actions that the Bank has to implement within the 5-year time frame of the Strategy. The Action Plan also indicates who is responsible for implementation of the actions and activities. Annex I provides the detailed planned activities under each Strategic Goal.

In order to create an enabling environment for incorporating a gender dimension in the work of the IDBZ, a review of the Bank's Monitoring and Evaluation Framework was conducted and gender-responsive targets and indicators have been developed; hence gender-responsive monitoring and evaluation will thus be embedded within the existing monitoring and evaluation system of the Bank.

ANNEX I: PLANNED ACTIONS

Strategic Goal I: Strengthen institutional capacity of IDBZ to mainstream gender to achieve gender equality

Objective	Strategies	Planned Actions	Timeframe: Year					Responsibility
			1	2	3	4	5	
I. To achieve gender parity and equality at all levels of the Bank	Lobby the responsible Minister to consider gender parity in appointment of the board	Develop Position Paper/Policy Brief on Gender equality for the Bank for engagement with the Minister responsible and other policy makers	x					CEO/Board
		Plan engagement for a with policy makers for presentation of the Position Paper e.g. workshop, one on one engagement, etc	x	x	x	x	x	
	Adopt and implement an affirmative action policy in recruitment to ensure increased recruitment of female employees in male dominated departments or levels	Develop and adopt an affirmative action policy and strategy for the Bank	x					Board, Management
	Conduct leadership training for female employees	Conduct leadership training for female employees at all levels	x	x	x	x	x	Human Resources
	Create safe spaces such as a Diversity centre for employees to cater for their needs.	Identify space and establish a centre with facilities to cater for the different productive and reproductive needs for both male and female employees	x	x				
	Develop strategies for family friendly and flexible working conditions to allow staff to fulfil their caring responsibilities	Implement strategies for family friendly and flexible working conditions to allow staff to fulfil their caring responsibilities	x	x	x	x	x	

Objective	Strategies	Planned Actions	Timeframe: Year					Responsibility
			1	2	3	4	5	
2. To strengthen IDBZ institutional capacity to mainstream gender	Establish Gender Focal Persons (GFPs) in each department/division/unit of the Bank to coordinate gender mainstreaming activities with the gender experts	Develop Terms of Reference for the GFPs	x					Gender Experts
		Identify GFPS in each department and train them on their role as well as on gender mainstreaming	x	x				
	Develop and adopt a gender mainstreaming tool kit	Develop a gender mainstreaming tool kit	x					Gender Experts
		Train GFPs and other employees on how to use the toolkit in mainstreaming gender.	x	x	x	x	x	
		On-going support and mentoring of the GFPs	x	x	x	x	x	
	Strategic positioning of gender experts in the Executive Committee and the Loans and Investments Committee so that they can influence decision making at all levels of the Bank	Review and re-position the gender experts in the organogram of the Bank	x	x				CEO/Board
	Through a phased approach, institutionalise gender mainstreaming into the performance appraisal and rewarding system of the organisation	Incorporate gender mainstreaming into performance targets of departments and employees	x					HR and Gender Experts
		Design a reward or recognition system for those who excel in gender mainstreaming	X					HR and Gender Experts
		Include the completion of an on-line gender awareness training as one of the key result areas of all employees						HR and Gender Experts

Objective	Strategies	Planned Actions	Timeframe: Year					Responsibility
			1	2	3	4	5	
	Budgetary support for gender mainstreaming activities	Develop an annual budget framework specifically for gender mainstreaming activities	X	X	X	X	X	Finance, HR and Gender Experts
	Operationalise implementation of the M&E framework	Establish mechanisms for operationalization of the Bank's M&E framework for gender mainstreaming to generate evidence on the effectiveness of gender mainstreaming and its relevance to the performance of the Bank	X	X				Gender experts
	Generate evidence and share this evidence with the Bank's employees, Board, strategic partners and intended beneficiaries of the Bank's projects.	Establish mechanisms for generating evidence and establish platforms for sharing this evidence with the Bank's stakeholders and partners	X	X	X	X	X	
	Establish and strengthen strategic partnerships with institutions skilled in gender mainstreaming	Identify potential partner institutions with skills in gender mainstreaming e.g. CSOs, Women's Organisations, NGOs, development partners, academic institutions etc	X					
		Reach out to these institutions and establish formal and informal partnerships	X	X				
Strategic Goal 2: Strengthen Gender Mainstreaming Capacity of the Bank's employees								
I. To increase level of awareness among staff of gender equality issues and gender sensitive policies of the Bank	Mandatory gender awareness training for all employees	Enrol all employees for an on-line training on gender equality (e.g UN Women on-line training) where certificates are awarded as proof of completion of the training		X				HR and Gender Experts
	Regular awareness trainings on the Bank's Gender Policy and Sexual	Conduct regular awareness trainings, including during orientation of new	X	X	X	X	X	HR and Gender Experts

Objective	Strategies	Planned Actions	Timeframe: Year					Responsibility
			1	2	3	4	5	
	Harassment Policy and related policies	employees, on the Bank's Gender and Sexual Harassment Policies						
2. To enhance the technical capacity of employees to mainstream gender in their work	Training on gender analysis and gender mainstreaming using the gender mainstreaming tool kit	Conduct regular trainings on gender mainstreaming using the gender mainstreaming tool kit	X	X	X	X	X	Gender Experts
Strategic Goal 3: Strengthen Gender Mainstreaming at Project Implementation Level								
3. To enhance contractors and partners' adherence to the Bank's Gender Policy and Sexual Harassment Policy provisions and requirements	Mainstream the Bank's Gender Policy and Sexual Harassment Policy provisions and requirements in contracts with service providers	Orient the Bank's service providers on the Gender and Sexual Harassment Policies and attach these policies to contract documents; and clarify contractual implications for non-adherence to the policies by the contractors	X	X	X	X	X	Gender Experts, Project Managers
		Provide technical support to contractors wishing to develop their own specific gender and sexual harassment policies and gender mainstreaming strategies						Gender Experts
	Inclusion Strategy for Socially Excluded groups such as women, girl children, People Living with Disability, People Living With HIV and the poor and marginalised to ensure that they benefit from the Bank's projects	Develop a Social Inclusion Strategy for socially excluded groups	X					