

GLOBAL GENDER-BASED VIOLENCE TASK FORCE: ACTION PLAN FOR IMPLEMENTATION

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The World Bank



ABBREVIATIONS AND ACRONYMS

CCSA	Cross-Cutting Solution Area
CSO	Civil Society Organization
ECR	External and Corporate Relations
ESHS	Environmental, Social, Health and Safety
ESF	Environmental and Social Framework
ESS	Environmental and Social Standard
FBO	Fundamentals of Bank Operations
GBV	Gender-Based Violence
GGSPV	Vice President, Sustainable Development Practice Group
GRM	Grievance Redress Mechanism
GSURR	Global Practice for Social, Urban, Rural and Resilience
GT	Global Teams
IDA	International Development Association
IEG	Independent Evaluation Group
LEG	Legal
LGBTQIA	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual
MDB	Multilateral Development Bank
NGOs	Non-Governmental Organizations
OCC	Operational Core Course
OPCS	Operation Policy and Country Services
SEA	Sexual Exploitation and Abuse
SD	Sustainable Development
SPD	Standard Bidding Documents
TF	Task Force
TPM	Third Party Monitor
TSDP	Transport Sector Development Project
WB	World Bank

**GLOBAL GENDER-BASED VIOLENCE TASK FORCE:
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PREFACE**

In August, 2017, the Global Gender-Based Violence (GBV) Task Force released a report with a set of specific recommendations to strengthen the World Bank’s capacity to identify, prevent and mitigate against risk of sexual exploitation and abuse, as well as other forms of GBV, in its operations. The Bank has committed to the implementation of these recommendations, and to taking the necessary measures to help prevent and respond appropriately to incidences of sexual exploitation and abuse, as well as other forms of GBV in Bank-supported projects. Task Force recommendations, as organized across five key stakeholder groups, reflect priorities linked to enhancing social risk management, strengthening operational systems to enhance accountability, and making the World Bank a responsible change agent by fostering a shift in culture, behavior and perceptions. The recommendations also highlight the need to create pathways for change beyond the Bank through industry and multilateral partnerships.

With the establishment of the Task Force, President Kim also called for the development of an Action Plan to implement the recommendations. Fundamental to the Action Plan is the continuing emphasis and focus on the guiding principles of the Task Force, including ensuring all actions are ultimately *people centered* and enable the safety, dignity and agency of those affected by World Bank-supported operations. Maintaining focus on recommendations to ensure the safety and security of women, children and other vulnerable groups, and ensuring regular and dynamic engagement with community partners will be integrated into respective actions outlined in this Plan.

This Action Plan is derived from a review of every recommendation presented in the Task Force Report, and of these priorities. The Action Plan consolidates and groups the recommendations across key institutional areas which reference the above outlined priorities of the Task Force Report. The primary actions are:

- **Develop a methodology for assessing the risk of SEA/GBV:** Fundamental to Task Force recommendations to **enhance social risk management** is the need for clear delineation of what constitutes “High Risk” of SEA/GBV to guide Task Teams, as related to the existing contextual factors, institutional capacity and the distinct, project-related risks that may exacerbate or create new risks. The Action plan highlights the need for definition and understanding of SEA/GBV risks and development of associated methodology, while also noting the need to develop of a roster of technical specialists who can support risk assessment work.
- **Develop guidance and training materials to build staff/client capacity to address risks of SEA/GBV:** The Task Force report identifies a range of critical actions to be undertaken throughout the project cycle, including among others identifying and supporting

appropriate expertise to educate and consult with women and children, developing differentiated approaches for assessing risks to boys and girls as compared with risks confronting women and other vulnerable groups, identifying key community partners, and also mapping the range of potential SEA/GBV service providers in a given context. Enabling realization of these recommendations ultimately relies on building the technical skills, knowledge and understanding of Task Teams to work with clients to identify key risks and address them in project design, implementation and monitoring. Building staff capacity and knowledge—particularly in country offices—to undertake and implement these requirements through training and guidance materials is therefore a key priority.

- **Develop an internal Reporting and Response Protocol to guide Bank staff in case of incidence:** The emphasis of Task Force recommendations is to advance measures that promote prevention of incidence of SEA/GBV. In the event that SEA/GBV does occur, however, Bank staff and management require clear guidelines as to when, how and to whom to report, on the reporting chain of escalation and on how to respond in a confidential, survivor-centered and ethically sensitive way. This action will develop an internal reporting and response protocol to guide Bank staff, building on the sample reporting protocol provided in the Task Force Report (Annex 6).
- **Strengthen operational processes to address SEA/GBV:** The Task Force Report highlights a range of operational actions to be implemented in the event that a project is deemed as one with “High Risk” of SEA/GBV and seeks to **leverage legal agreements to enhance accountability**. This includes mandating Codes of Conduct for civil works contractors in Bank Standard Procurement Documents, with prohibitions against SEA/GBV, including prohibitions against sexual activity with anyone under the age of 18. Many of these provisions, particularly those related to procurement requirements, are already being implemented by the Bank. The Action Plan includes corresponding provisions to strengthen Bank operational processes, including procurement requirements, consultation considerations and recommendations for grievance redress mechanisms, Supervisory Engineers and Third Party Monitors.
- **Develop internal and external outreach campaigns:** Responding to Task Force recommendations to **make the Bank a responsible change agent** necessitates building an enabling environment to shift internal culture, perception and behavior of the need to address SEA/GBV in Bank-supported projects, the Action Plan highlights key actions to foster and maintain institutional rigor and engagement on the issue. Key actions also connect to efforts to **create pathways for change beyond the Bank**, working with client partners to assure their leadership and accountability in addressing risks of SEA/GBV, and identifying external outreach and partnership opportunities with industry actors and other multilateral development partners to expand attention and focus on these issues.

- **Ensure budget is available for TF recommendations:** Realization of Task Force recommendations will require adequate resources to address transition costs and to develop needed training, guidance and communications materials to build internal and external capacity. The Action Plan re-emphasizes the need to **make budget a driver for change** through dedicated one-time surge funds to cover training and knowledge development costs, and through the establishment of a two-year GBV Prevention and Mitigation Fund to allocate additional resources to projects at High Risk of SEA/GBV to cover additional budget requirements.

- **Ensure continuous learning to improve capacity to address SEA/GBV:** Implementation of Task Force recommendations presents an important learning opportunity to expand the institution's understanding of effective approaches to prevent or respond to SEA/GBV. Key actions underscore the need for continuous learning and include provisions for systematic portfolio reviews over the next three years, as well as a request for IEG review at the end of four years.

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Recommendation	Key Actions	Timeline	Resp. Unit	Comments
1. Build Robust Risk Assessment Methodology to Identify Projects deemed "High Risk" for SEA/GBV				
Develop SEA/GBV Risk Assessment Methodology for identifying Projects deemed "High Risk" for SEA/GBV to trigger action.	<p>1.1 Develop guidance for Bank Staff on how to define and assess "High Risk" of SEA/GBV in Bank operations.¹</p> <p>1.2 SEA/GBV risk assessment methodology to be integrated into consolidated Social Risk Management guidelines and relevant trainings.²</p>	Defining "High Risk" of SEA/GBV – March 2018; risk methodology – June 2018	GT SD	Preliminary definition of "High Risk" of SEA/GBV articulated in the Task Force Report (Chapter 1 and in Annex 3 and 4). Bank team to be convened to finalize.
	1.3 Build roster of qualified firms/consultants with experience working on SEA/GBV, including those with experience working with children. ³	Dec 2017	GT SD	

¹ Development of the risk assessment methodology will necessary include consideration of the wider community of vulnerability groups, including women and children, as well as minority groups, the disabled, LGBTQIA and men, male youth and boys.

² Social Risk Management Guidelines to include guidance on community mapping to identify existing, qualified GBV service providers, key local actors and other sources of support and information, and organizations with expertise and experience in outreach and engagement with women and children – with linkages to Social Impact Assessment and Mitigation Guidelines.

³ Roster to be updated regularly and posted online, as well as integrated as an annex to existing guidance for Bank staff.

Recommendation	Key Actions	Timeline	Resp. Unit	Comments
2. Develop Relevant SEA Guidance and Training Materials⁴				
Prepare SEA/GBV guidance consolidating policies and processes for preventing, and responding to incidents.	2.1 Prepare consolidated SEA/GBV guidance for Bank staff building upon existing guidelines. Use guidance to inform and update other relevant materials. ⁵	June 2018	SD GT OPCS	Should build on project cycle model elaborated in Task Force Report (pp 48-49)
Build technical expertise to address SEA/GBV in operations.	2.2 Develop Master Class Training to build SEA/GBV expertise among Bank staff. ⁶	June 2018	GT SD	
Develop and integrate SEA/GBV learning modules into existing trainings for Bank staff, with a special emphasis on staff in country offices.	2.3 Develop a dedicated SEA/GBV training that can be adapted for integration into identified trainings. ⁷	June 2018	SD GT	
Enable continuous knowledge exchange and learning.	2.4 Organize at least three SEA/GBV learning events in FY18 on lessons learned from the Uganda case and international good practice (including in Bank-supported projects).	June 2018	SD OPCS	
3. Develop Internal Reporting and Response Protocol to Guide Bank Staff				
Develop internal Reporting and Response protocol to guide Bank staff in case of incidence of SEA/GBV.	3.1 Establish clear guidance for Bank staff on reporting incidence and escalation of SEA/GBV for management response. ⁸	June 2018	SD OPCS GT	Preliminary reporting guidance outlined in Annex 6. To be reviewed and validated, and accompanied by response protocol.

⁴ A key consideration for staff training and capacity building will be ensuring outreach and engagement in particular with country-level Bank staff. Additionally, training and guidance materials must highlight different approaches to identifying and responding to SEA/GBV risks affecting children, as well as respective approaches for supporting women and other vulnerable groups.

⁵ E.g. Social Risk Management guidelines, Stakeholder Consultation guidelines, the Labor Influx Guidance Note, GRM learning and best practice guidelines, etc.

⁶ To be linked to professional development objectives incentivizing engagement of high-performing staff. Interim training opportunities external to the Bank may be identified to enable more immediate capacity building of key staff while formal Master Class is established.

⁷ E.g. OCC, FBO, Procurement Webinars, ESSAT weekly safeguards training, etc.

⁸ This work should look to align with relevant, ongoing efforts such as the *Safeguards Rapid Response Toolkit* with remedy cascade currently being finalized.

Recommendation	Key Actions	Timeline	Resp. Unit	Comments
4. Strengthen Operational Processes to Address SEA/GBV				
Establish mandatory disclosure requirements in Bank SPDs for all civil works contracts.	4.1 Establish requirement for civil works that contractors must declare any suspensions linked specifically to SEA/GBV and demonstrate having taken steps to mitigate risks for the purposes of the present contract.	Nov 2018	OPCS	
Require Codes of Conduct, translated for relevant groups, to be in place for projects deemed "High Risk" of SEA/GBV in Bank's SPDs. ⁹	4.2 Establish as standard practice in contractor Codes of Conduct for workers, prohibition of all forms of SEA/GBV, including language on prohibition against sexual activities with anyone under the age of 18. Appropriate covenants to be included in WB legal agreements for Projects at "High Risk" of SEA/GBV requiring preparation and monitoring of such Codes of Conduct.	June 2018	SD OPCS GT LEG	
Establish mandatory measures for projects deemed "High Risk" of SEA/GBV: Procurement, Third Party Monitoring, and requirements for Supervisory Engineers	4.3 Develop list of mandatory SEA/GBV procurement requirements for contractors in Projects with "High Risk" of SEA/GBV to share with TTLs and Procurement Specialists. Ensure inclusion of these requirements in relevant procurement documents. ¹⁰	March 2018	OPCS SD	

⁹ This will also apply to projects for which the risk rating is raised to "High Risk" for SEA/GBV during implementation.

¹⁰ The Task Force report suggests including, among others: i) Contractors must demonstrate capacity to manage SEA risks; ii) contractors must develop plans for SEA/GBV sensitization and awareness training; iii) contractors should have sexual harassment policies governing conduct in the workplace; iv) development of contractor reporting and redress protocols in case of incidence; and v) prevention and response action plans and key staff with appropriate technical skill. Many of these actions have already been undertaken by Procurement but such provisions should ensure explicit focus on addressing risks linked to SEA/GBV. Additionally, there should be particular emphasis on building awareness of staff in country offices.

Recommendation	Key Actions	Timeline	Resp. Unit	Comments
	4.4 Develop sample ToRs and guidance on modalities for TPM selection for monitoring SEA/GBV.	March 2018	OPCS SD GT	
	4.5 Embed accountability for monitoring risks linked to SEA/GBV in Supervisory Engineer contracts.	Nov 2018	OPCS GPVPs	
Use innovative approaches for continuous dialogue (e.g. social media and text messaging) with communities.	4.6 Deploy pilot community messaging campaigns in "High Risk" projects as a tool to strengthen community engagement and feedback. Pilot in at least 5 projects in FY 19, and 10 projects in FY 20.	FY19 and FY20	SD	
5. Develop Internal and External Outreach Campaigns¹¹				
Identify internal champions.	5.1 Appoint 1-3 institutional champions in relevant sectors.	Dec 2017	GGSPV	
Strengthen linkage between addressing SEA/GBV and our Core Values ("Walking the talk").	5.2 Develop an internal campaign to strengthen Bank understanding and awareness of the risks of SEA/GBV and how to address them in projects. ¹²	June 2018	SD	
	5.3 Engage with EBC on Core Values "refresh" process to strengthen internal policies against sexual harassment of staff and prohibitions against exploitation and abuse against community members where the Bank works. ¹³	Jun 2018	SD	

¹¹ Internal outreach to focus in particular on engagement with country offices. Internal outreach also to include presentation of Task Force recommendations at relevant management meetings, including at Regional Management Team meetings.

¹² Internal communications campaign to include development of innovative learning tools strengthening connection between Bank's development objectives and mission and prevention of SEA/GBV in operations.

¹³ E.g. through an update to the Bank's sexual harassment procedures.

Recommendation	Key Actions	Timeline	Resp. Unit	Comments
Link with other MDDBS using existing Working Groups.	5.4 Present GBV Task Force recommendations and proposed implementation actions at the next MDB E&S Working Group meeting and MDB Gender Group Meeting.	Jan 2018	SD OPCS	
Raise awareness among industry partners of new requirements and attention to SEA/GBV.	5.5 Develop a schedule of upcoming industry conferences and events to socialize TF recommendations and emerging Bank requirements related to SEA/GBV.	Nov 2017	OPCS	
Build client capacity and awareness of need to address SEA/GBV.	5.6 Develop externally oriented training materials targeting client partners to build awareness and capacity to address SEA/GBV.	June 2018	SD	
6. Ensure Budget Is Available to Implement Task Force Recommendations				
Allocate budget for surge fund – one-time costs to develop learning materials, guidance notes, etc.	6.1 Provide required budget to cover incremental costs associated with SEA prevention and response measures (to cover 2-year period).	Nov 2017	BPS	
Ensure additional costs associated with projects with high GBV risks are covered.	6.2 Management to take into account—in the W process—the budget requirements to establish a GBV Prevention and Mitigation Fund to cover increased project costs and associated reviews.	July 2018	BPS	
7. Ensure Continuous Learning to Improve Bank Capacity to Address SEA/GBV More Effectively				
Conduct periodic reviews of sample High Risk projects over 2-3 year period to capture lessons on implementation.	7.1 Develop a schedule and model for systematic review after 1 year (light touch), after 2 years (rigorous).	1 st year review by Dec 2018; 2 nd year review by Dec 2019.	SD	
Request review by IEG after 4 years.	7.2 Formalize request to IEG for review in four years.	Initiated by Oct 2021.	SD	