

2026

GENDER ACTION PLAN (GAP) 2026-2028



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1. Introduction

The Caribbean Export Development Agency (Caribbean Export) is committed to achieving gender equality and creating an inclusive institutional culture that upholds equity, diversity, and empowerment. This Gender Action Plan (GAP) outlines the Agency’s strategic approach to advancing gender equality at the institutional level during the 2025–2028 period. It ensures that internal policies, practices, and systems create the enabling environment necessary for effective gender-responsive programming across the region.

This Action Plan operationalises the Caribbean Export Gender Policy (2023), translating its principles into structured institutional actions that promote gender equality across the Agency. Caribbean Export recognises that institutional leadership on gender equality is essential to fulfilling its 2025–2028 Strategic Plan, which aims to promote inclusive and sustainable private sector development. The GAP supports the establishment of equitable internal systems that empower both staff and stakeholders and underpin effective programme delivery. By strengthening gender equity in its organisational culture, the Agency seeks to lead by example across the regional development landscape.

2. Objective

This Gender Action Plan aims to institutionalise gender equality by embedding inclusive principles into the Agency’s governance, human resource management, policy development, and operational frameworks. It also reinforces Caribbean Export’s commitment to enabling the design and implementation of gender-responsive programmes.

Key objectives are:

- A. Creating an inclusive and equitable organisational culture that respects and values diversity
- B. Ensuring equal opportunities, participation, and career progression for staff of all genders
- C. Strengthening accountability systems to promote leadership and staff responsibility on gender equity
- D. Providing institutional support for integrating gender considerations across all functions
- E. Supporting transparency and integrity through the regular monitoring and reporting of gender-related outcomes

3. Result Areas

To give practical expression to the objectives of this Action Plan, the following result areas set out the specific institutional changes, commitments, and mechanisms that Caribbean Export will pursue to advance gender equality across its internal structures and operations. These result areas reflect the five key objectives outlined above and form the framework for implementing the GAP:

A. Inclusive and Equitable Organisational Culture

This result area addresses the need to foster a culture of respect, equity, and belonging across the organisation. By embedding inclusivity into the Agency's daily operations and values, Caribbean Export aims to create a supportive environment where all individuals feel seen, respected, and empowered.

The Agency will:

- i. Promote a culture of inclusivity that values diverse perspectives, identities, and experiences.
- ii. Reinforce the Agency's Code of Conduct and Sexual Harassment Policy through ongoing sensitisation.
- iii. Celebrate gender-focused observances such as International Women's Day to build awareness and foster inclusivity.
- iv. Mandate gender sensitivity and inclusion training for all staff, refreshed every two years.
- v. Establish gender-sensitive infrastructure, including breastfeeding spaces, accessible facilities, and inclusive language in communications.

B. Equal Opportunities, Participation, and Career Progression

This result area focuses on ensuring that all staff have fair access to opportunities, resources, and advancement, regardless of gender. It aims to close gaps in representation and influence by removing systemic barriers and supporting the professional growth of all employees.

To foster an equitable and empowering workplace, Caribbean Export will:

- i. Monitor gender representation across all departments and management levels.
- ii. Apply transparent and inclusive recruitment, promotion, and performance evaluation policies.
- iii. Introduce leadership development pipelines for underrepresented genders.
- iv. Provide career counselling and training opportunities with attention to gender balance.
- v. Develop structured career development pathways that support work-life balance.

C. Leadership and Staff Accountability

This result area reinforces that achieving gender equality requires deliberate leadership and a culture of shared responsibility. Managers and staff alike must be held accountable for creating and maintaining an inclusive environment, guided by measurable commitments and ethical practices.

Ensuring gender equality requires clear responsibilities and effective monitoring. To support this, Caribbean Export will:

- i. Integrate gender equity objectives into annual appraisals for leadership and management.
- ii. Establish a confidential grievance mechanism for reporting discrimination or bias.
- iii. Require departmental reporting on gender-related targets and GAP implementation.
- iv. Include gender equality metrics in compliance audits and staff feedback tool.

D. Institutional Support for Gender Mainstreaming

This result area highlights the systems and structures that must be in place to integrate gender considerations across the Agency's operations. It ensures that programme teams have the tools, guidance, and organisational backing to design and deliver initiatives that advance gender equality.

To strengthen the institutional foundation necessary for gender-responsive programming, Caribbean Export will:

- i. Equip project teams with gender analysis tools and sector-specific guidance.
- ii. Integrate gender considerations into proposal templates, M&E systems, and reporting formats.
- iii. Implement a gender screening checklist to assist with the design of project plans.
- iv. Build partnerships with gender-focused institutions to share good practices and tools.

E. Monitoring, Transparency, and Reporting

This result area outlines the mechanisms by which the Agency will measure, report, and learn from its efforts toward gender equality. It emphasises transparency, consistent reflection, and continual improvement based on clear indicators and inclusive feedback.

- i. Conduct annual gender audits on selected departments or programmes.
- ii. Track implementation of gender-sensitive policies and initiatives.
- iii. Publish internal dashboards with gender-disaggregated HR and performance data.
- iv. Report on staff participation in gender training and uptake of redress mechanisms.
- v. Share lessons learned and outcomes in internal reviews and annual reports.

4. Roles and Responsibilities

The implementation of this Action Plan will be a collective effort involving all departments. A dedicated Gender Focal Point (GFP) will lead the coordination and day-to-day management. The GFP will:

- A. Provide technical advice on integrating gender across institutional operations.
- B. Coordinate agency-wide gender initiatives, activities, and awareness campaigns.
- C. Build staff capacity through targeted training, workshops, and guidance materials.
- D. Oversee the monitoring of gender equality benchmarks and produce biannual reports for senior leadership.
- E. Liaise with donors, programme partners, and gender specialists to align institutional goals with best practices.

The following units hold key responsibilities:

- A. **Executive Leadership:** Oversight of GAP implementation and reporting to the Board.
- B. **Human Resources:** Promote gender equality in recruitment, compensation, staff development, and redress mechanisms.
- C. **Partnerships and Project Development:** Mainstream gender in programme formulation and proposal design.
- D. **Technical Programmes:** Develop tools, guidelines, and implementation plans aligned with the Gender Policy.
- E. **Monitoring and Evaluation:** Ensure gender KPIs are integrated into the MEL framework and reflected in reporting.

5. Review, Monitoring and Reporting

This Action Plan will be reviewed annually and updated as needed based on internal assessments, emerging priorities, and global or regional trends in gender and development.

A mid-term review will be conducted in 2026, followed by a final evaluation in 2028. Both will assess the GAP's relevance, effectiveness, and impact.

In alignment with the Agency's Gender Policy, one programme or department will undergo a gender audit annually to assess and improve the integration of gender considerations. Findings from these audits will feed into annual implementation reviews.

Key indicators for monitoring may include:

- Gender balance in staffing, promotions, and leadership positions
- Number and share of staff completing gender training

- Number of gender-sensitive policy or process changes implemented
- Staff satisfaction with workplace equity and inclusion (via surveys or focus groups)
- Usage and resolution of the grievance mechanism
- Visibility and application of gender resources and internal knowledge products

Findings from these monitoring processes will be shared internally and used to inform future strategy with highlights potentially included in the Agency's Annual Results Report.

Effective Date: 5/28/2026

Review Date:

Approved By: Dr. Damie Sinanan

Signature:



APPENDIX I: Gender Action Plan Implementation Matrix (2026-2028)

The following table provides a detailed breakdown of institutional activities, indicators, targets, timelines, and responsibilities for the implementation of the Gender Action Plan (2025–2028).

Result Area	Activity	Indicator	Target	Timeline	Responsibility
Inclusive and Equitable Organisational Culture	Celebrate International Women’s Day and other awareness events	Number of awareness events held	At least 2 events annually	2025-2028	Gender Focal Point; Communications; HR
	Update internal communications with inclusive language	% of internal documents using inclusive language	100% by 2026	2025-2026	Communications; HR
	Provide gender sensitisation sessions	% of staff completing sessions; Staff survey on inclusiveness	90% staff trained by 2026; at least 80% favourable feedback	2025-2028	HR Unit; Gender Focal Point
Equal Opportunities, Participation, and Career Progression	Establish a leadership development pipeline through structured exposure and learning	# of staff participating in leadership tasks or development opportunities; % reporting readiness for leadership roles	All mid-level staff offered at least 1 leadership growth opportunity annually; 70% report increased leadership confidence by 2028	2025-2028	HR Unit; Departmental Managers
	Track gender parity in recruitment, promotions, and leadership	Gender ratios in recruitment and promotions annually	Annual review; 50:50 gender balance in senior roles by 2028	2025-2028	HR Unit

Result Area	Activity	Indicator	Target	Timeline	Responsibility
	Offer tailored career development sessions	# of staff trained (disaggregated by gender); % reporting training usefulness	at least 15 trained; 75% rate training as useful	2025-2028	HR Unit; Gender Focal Point
Leadership and Staff Accountability	Integrate gender objectives in staff appraisals	% of managers with gender KPIs in annual performance reviews	100% by 2026	2025-2028	Leadership Team; HR
	Departmental reporting on gender-related targets	% of departments submitting gender reports; Quality of submissions (based on checklist or rating scale)	All departments submit reports twice per year; 80% meet quality threshold by 2026	2025-2028	Department Heads; M&E; Gender Focal Point
	Establish grievance redress mechanism	# of grievances resolved; % of staff aware of reporting protocols	100% grievance resolution rate; ≥85% awareness by 2026	2025-2028	HR; Gender Focal Point; Legal/Compliance Team
Institutional Support for Gender Mainstreaming	Develop and roll out gender analysis tools and checklists	# of tools/checklists developed	at least 3 by end of 2026	2025-2026	Technical Programmes; Gender Focal Point
	Integrate gender considerations into proposal templates, M&E systems, and reporting formats	% of proposals and reports including gender-responsive elements; # of staff trained on new templates	100% by 2026; training delivered to all programme leads	2025-2026	Partnerships; Technical Programmes; M&E; Gender Focal Point

Result Area	Activity	Indicator	Target	Timeline	Responsibility
	Build partnerships with gender-focused institutions to share good practices and tools	# of partnership agreements or joint initiatives; examples of knowledge exchange	At least 3 partnerships formalised; 1 regional event or joint activity annually	2025-2028	Partnerships; Gender Focal Point
Monitoring, Transparency, and Reporting	Conduct annual gender audits	# of audits conducted	1 audit per year	2025-2028	Leadership Team; Gender Focal Point
	Publish internal dashboards	Frequency of dashboard updates	Dashboards updated twice annually	2025-2028	M&E Unit; Gender Focal Point
	Track and report on gender KPIs in HR and M&E	% of reports with gender-disaggregated data	100% by 2026	2025-2028	HR Unit; M&E Unit; Technical Programmes



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