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# Gender Equality



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# Outline

## Gender Mainstreaming at ADB

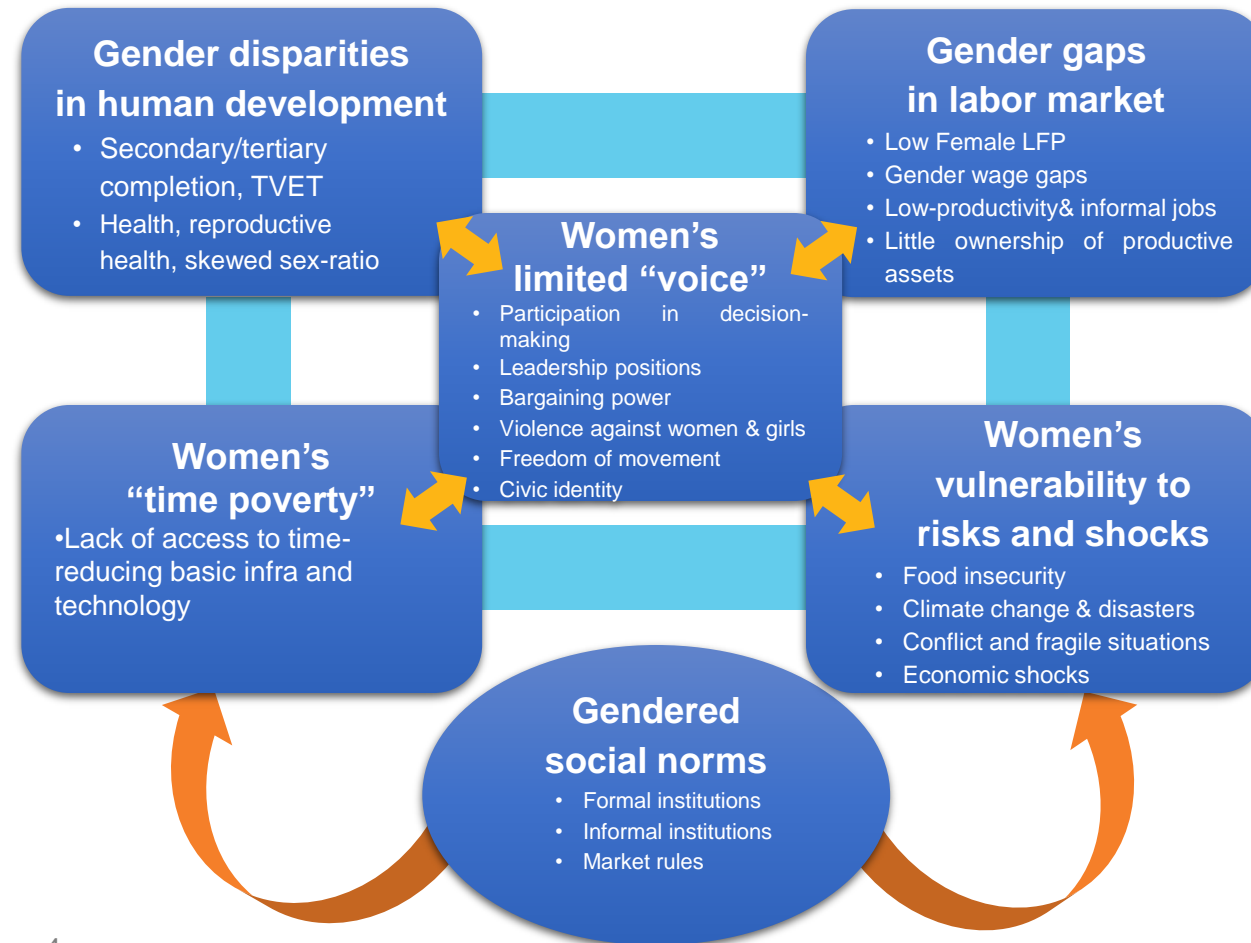
- Development objectives
- Corporate Gender Architecture
- Operational Plan – Strategy 2030

## Gender Mainstreaming Tools

- Introduction to the GAP
- Project categorizations
- ADB performance on corporate gender targets



# Persisting Gender Disparities in Asia & Pacific



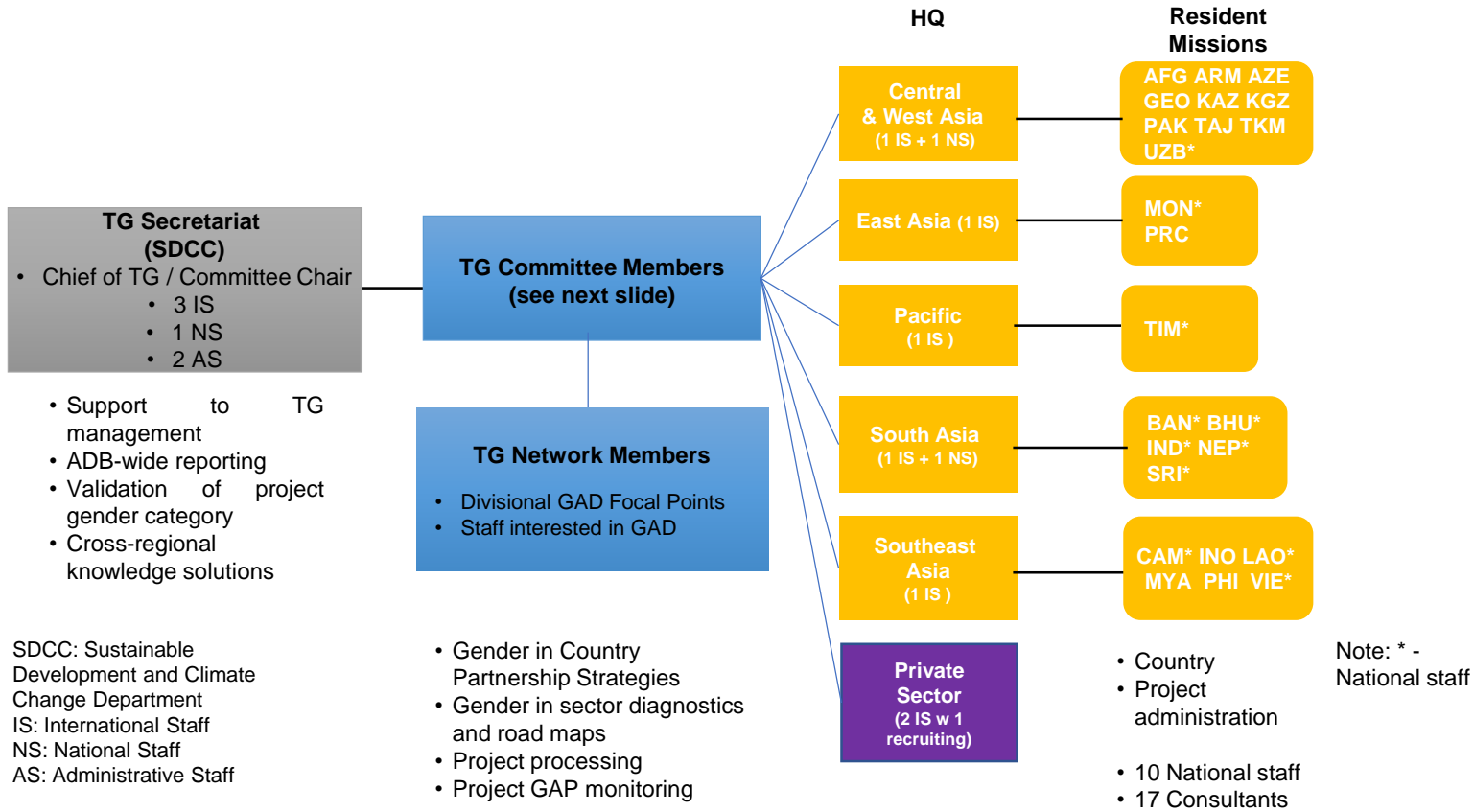
# Why does ADB invest in Gender Equality?

ADB recognizes that without capturing the talents, **human capital and economic potential** of half the region's population – women and girls-, the goal of a region free of poverty will not be realized.

Gender equality is critical in its own right, as a matter of inherent justice, and is essential for **better development outcomes** in terms of **inclusive growth** and **faster poverty reduction**.



# Gender Equity Thematic Group (TG) Structure



# Corporate Gender Architecture

## Corporate Strategies

- Poverty Reduction Strategy (2001)
- Strategy 2020 (2008) – Gender Equity: driver of change
- Midterm Review of S2020 (2014) – Gender mainstreaming & direct investment in women/girls
- Strategy 2030 – Accelerating Progress in Gender Equality

## Gender Policy and Roadmaps

- 1998 Policy on Gender and Development & Operations Manual C2
- Roadmaps to implement GAD Policy
  - ✓ 3 Gender and Development Plans of Action (PoAs) in 1999–2012
  - ✓ Gender Equality and Women’s Empowerment Operational Plan – 2013–2020 (Gender OP)
  - ✓ Update underway for 2019–2030



# Strategy 2030, the Gender OP 2019- 2030

## Operational Priority 2: “Accelerating progress in Gender Equality”

### Key features:

- Supports a transformative agenda, in line with SDG 5 and other gender SDGs;
- Corporate targets for (i) gender mainstreaming and (ii) inclusion of SGE; and (iii) inclusion of private sector operations target
- Five focus areas:



# Strategy 2030 Gender At-Entry Targets

- **Target 1: By 2030, at least 75% of SOV+NSO committed (# not \$) to promote gender equality (via proactive gender elements in design)**
  - Baseline (2015-2017):
    - SOV only = 70%; NSO only = 42%; SOV+NSO = 65%
- **Target 2 (footnote): By 2030, at least 55% of SOV+NSO committed (# not \$) to be gender equity or mainstreaming**
  - Baseline (2015-2017):
    - SOV only = 48%; NSO only = 23%; SOV+NSO = 44%





The GAP  
Project  
categories  
ADB  
Performance

Gender  
mainstreaming tools



# Project Gender Action Plan (GAP)

- Not a stand- alone project or separate project component
- GAPs are aligned with Project Outputs and DMF indicators.
- 2 pages in length
- Includes **measurable** quotas, targets, activities and design features to address gender equality issues and to facilitate women's involvement in a project, access to project resources and tangible benefits
- All GEN/EGM loans require GAPs except PBLs and RBLs.



# Sample GAP

(Maharashtra Rural  
Connectivity Improvement  
project)

## GENDER ACTION PLAN

Activities	Indicators and Targets	Responsibility	Timeline
<b>Output 1. Conditions and safety of selected rural roads improved and maintained</b>			
<b>• Design Phase</b>			
1.1 Consider the specific needs of vulnerable users (elderly, women, children, and disabled) in the design and modification of roads.	(i) Road design features installed in rural roads, e.g., speed bumps, rumble strips, zebra crossings, cautionary/ informative signage, guard stones, shoulders used as safe sidewalks, etc.	PIU, contractors, PISC	Year 1-5 During construction
1.2 Involve women from the local communities, self-help groups (SHGs) and elected women representatives in the State during project implementation' and corresponding target to (ii) at least 25% women from community, SHGs and elected women representatives participated in consultations organized during project implementation (Baseline 0%)	(i) At least 25% women participated in project orientation, planning and design of projects (Baseline 0%)	PIU, GP, PISC	Year 1-5 Pre-during construction
<b>• Construction and Maintenance Phase</b>			
1.3 Promote Women's representation in the Grievance Redress Committees (GRCs)	(i) At least 30% members in GRCs are women. (Baseline 0%)	PIU, PISC	Year 1-5
1.4 Hire women workers in road construction and maintenance.	(i) Contract documents for contractors include requirements/provisions for employing at least 33% women (ii) Contractors report sex disaggregated labor data (iii) At least 33% of workers hired in road construction works and maintenance are women. (Baseline 0%)	Contractor, PIU, PMU, PISC	Year 1-5 Pre and during construction
1.5 Ensure that contract documents prohibit the hiring of child labor and ensure implementation of national core labor standards such as equal pay for work of equal value, and protection of women workers from discrimination and other forms of harassment.	(i) Explicit provisions prohibiting child labor, and implementation of national core labor standards such as equal pay for work of equal value, and protection of women workers from discrimination and other forms of harassment.	Contractor, PIU, PMU, PISC	Year 1-2 Pre and during construction
1.6 The manuals on maintenance and construction for rural road include gender inclusive design requirements.	(i) Manuals on maintenance and construction of rural roads have gender inclusive design requirements.	PMU, PISC	Year 1-5
<b>Output 2. Capacity of rural infrastructure agency and road users in the State enhanced</b>			
<b>• Road Safety</b>			
2.1 Orient girl students, women teachers and parents, AWWs on road safety; and create awareness on gender-based violence (including sexual exploitation and human trafficking and STI prevention)	(i) At least 50% students, teachers and parents (at least 30% girls/women) from schools along the project road acquired knowledge on road safety. (Baseline 0%) (ii) At least 50% students, teachers and parents (at least 30% girls/women) from schools along the project road acquired knowledge on gender-based violence (including sexual exploitation and human trafficking and STI prevention). (Baseline 0%)	PMU, PIU, PISC	Year 1-5
2.2. Enhance skills of women workers in the State on road construction and maintenance	(i) At least 50% of eligible women workers in the State acquired skills on road construction and maintenance	PIU, contractors PISC	Year 1-5 During construction



# Project Categories

## Gender Equity Theme (GEN)

- Gender equality and women's empowerment (GEWE) as explicit project outcome
- Directly supports GEWE
  - e.g., Gender-focused education project, women SME project

## Effective Gender Mainstreaming (EGM)

- GEWE substantially integrated but not explicit outcome
- Directly supports GEWE
  - e.g., Infrastructure, PSM

## Some Gender Elements (SGE)

- Indirectly supports GEWE
- Gender addressed in mitigation where applicable
- Some proactive gender actions/features

## No Gender Elements (NGE)

- Gender not integrated in design



# What to include in the RRP

**RRP main text - Rationale:** Explanation of women's involvement in the sector based on analysis that identifies gender based constraints and opportunities; Due Diligence (poverty and social) describes how women will access and benefit from project

**Outputs (DMF):** Gender design in at least 50% of project outputs

**Outcome (DMF):** Gender equality/women's empowerment explicit (GEN)

**Gender Action Plan (GAP):** with gender-inclusive features, targets, monitoring indicators and components to directly benefit women or girls. GAP linked to RRP

**SPRSS:** gender section summarizes key findings of gender analysis during project preparation and gender design features of project informed by analysis

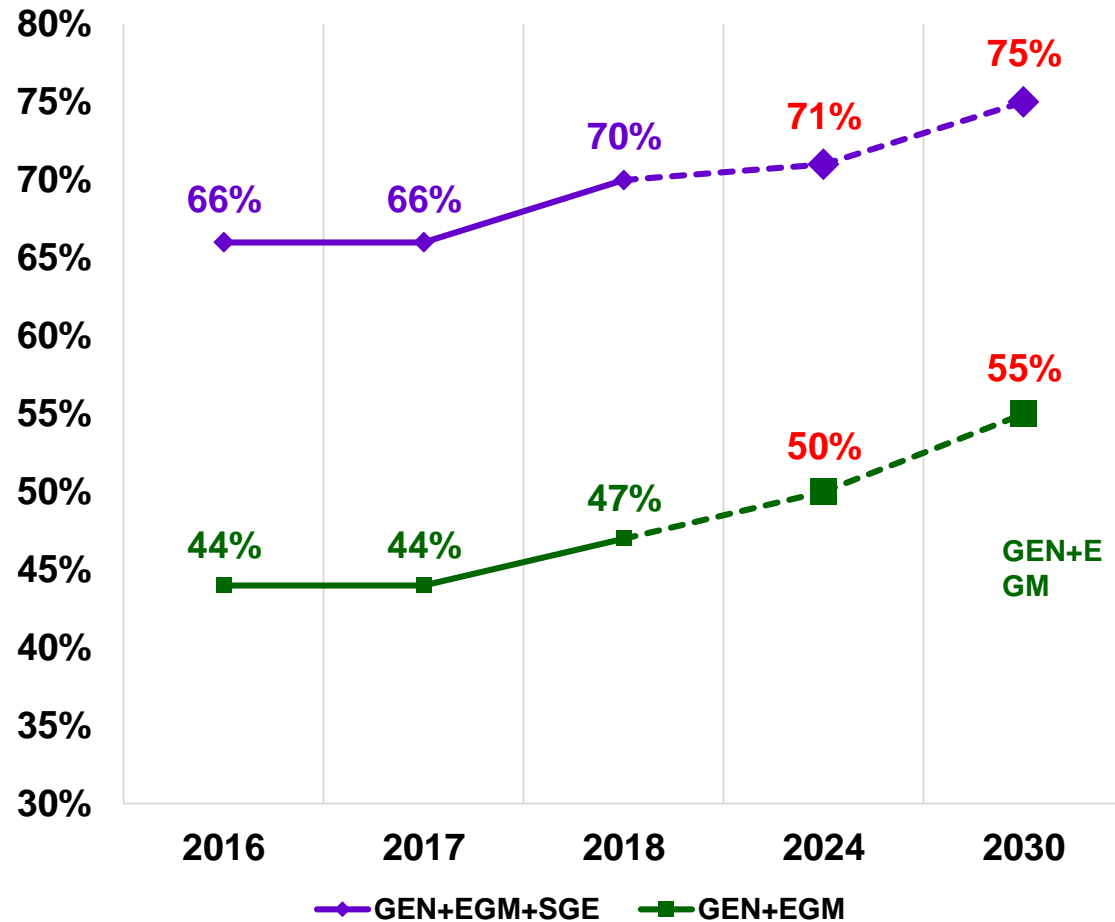
**PAM:** includes GAP table in Section VIII (rather than narrative or Appendix); implementation arrangements (schedule, consultant, procurement); GAP progress reported in 3-monthly or 6-monthly EA reports

**Loan/Grant Agreement:** A covenant to support implementation of the GAP with some of the targets in the DMF/GAP in covenant – ensures implementation, monitoring and coverage in the PCR



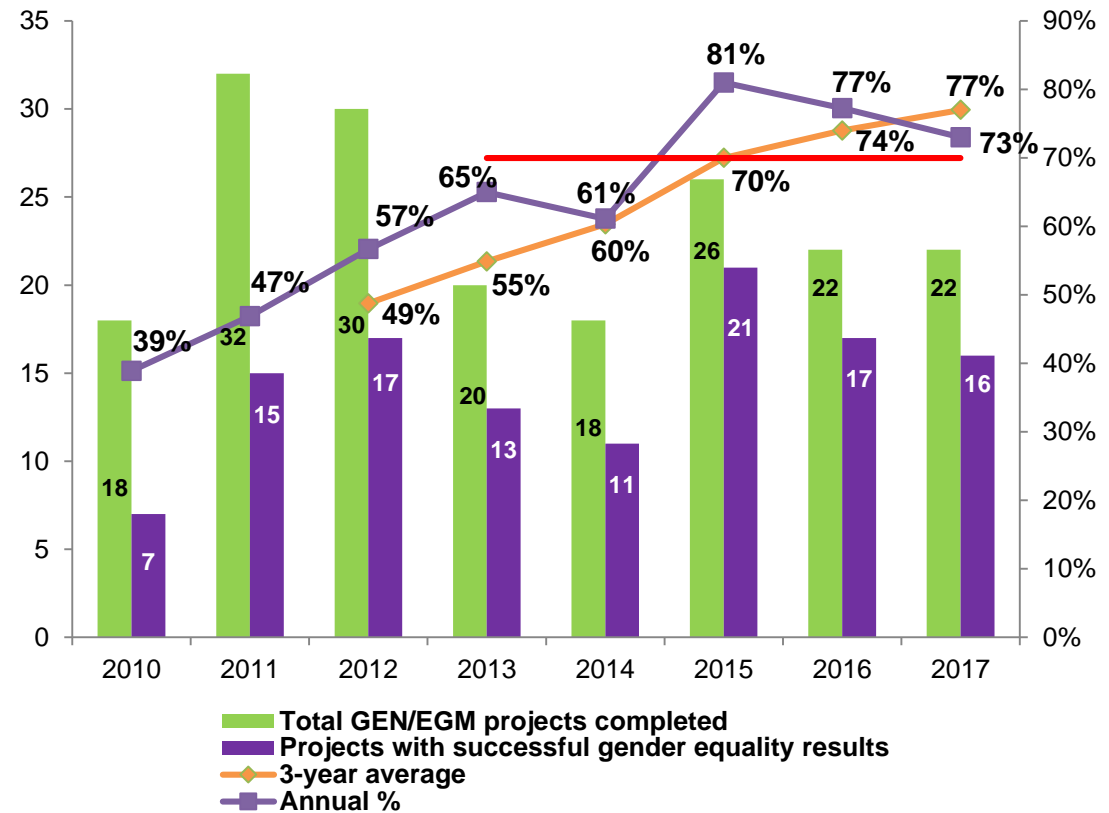
# At-Entry:

3-year average trend  
and projection,  
SOV and NSO



# At-Completion:

3-year average trend and projection, SOV only





# From theory to action:

*Project  
Implementation  
and Completion*







# Crucial phases and relevant entry points

- (quantitative) targets and activities – DMF, GAP but also sometimes Loan Agreements
- Inception Mission
- MTR/Review Missions
- PCR phase
  - Phase I: Pre-project closure
  - Phase II: Intermediary
  - Phase III: PCR Mission





## Project Implementation

- Leadership
- Ownership
- Institutional mechanisms
- Commitments
- Expertise
- Resources
- Timeframe
- GAP implementation Schedule
- Capacity building
- Reporting



# Identifying broad categories of bottlenecks...



Data: Specially on human resources dedicated for GESI/AP implementation, financial data and data on direct beneficiaries.



Loss of Institutional memory: In most cases, the executing or implementing agency and project consultants winds up office and there is information lag.






Direct & indirect beneficiaries: Identification of direct and indirect beneficiaries is difficult due to the time lag and this is a constraint to assess the qualitative impacts of interventions.



Time constraints: Time constraints for qualitative data collation in PCR Missions.






# Phase 1 -The Pre Project-completion Phase

Timeline	Entry Points & Strategies	Tips
		
<p>To be planned 12 months before actual project closure date.</p>	<ul style="list-style-type: none"> <li>• Develop the Methodology for the PCR based on Project scope and tip sheet 5.</li> <li>• Questionnaire for project staff.</li> <li>• Guidelines for qualitative data and testimonials.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer to the tip sheet 5, PCR guidelines and standard practices to finalize the methodology and workflow timelines.</li> <li>• The questionnaire can be customized as per the scope of the project.</li> <li>• Discuss the methodology and questionnaire with the project team leader and make changes based on recommendations. Please note that methodology is only for internal discussion.</li> <li>• Once endorsed, the questionnaire and customized formats to be officially shared with the EA or IA, as relevant.</li> <li>• Pick three to four activities from project GAP for qualitative data and testimonials. Prepare guidance notes for the project staff based on the selection of activities and type of impacts expected.</li> <li>• Ensure that all the data including qualitative aspects are shared by the EA or IA within the given time frame and before actual project closure.</li> <li>• Review the information and seek clarifications, as necessary.</li> </ul>






## Phase 2 - The intermediary Phase -EA PCR

Timeline	Entry Points & Strategies	Tips
		
<p>Tentatively 12 months after project completion. Please note that EA PCR is optional.</p>	<ul style="list-style-type: none"> <li>• ADB pre project completion review mission.</li> <li>• Project implementation consultants.</li> <li>• The GESI/AP reporting format for final data from EA.</li> <li>• Gender Indicators or sex disaggregated data in Design and Monitoring Frameworks.</li> <li>• End line Surveys to be vetted from a gender and social inclusion perspective and relevant suggestions provided to the questionnaire.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek clarity from the team leader on EA PCR timing and ensure that the correspondence from ADB on the EA PCR guidelines include requirement for GESI/AP reporting.</li> <li>• Participation in pre project completion review missions. Important entry point to discuss EA PCRs to initiate the preliminary discussions on GESI/AP related data issues that needs redressal.</li> <li>• Meetings with the PIC team to discuss end line questionnaires and suggestions on gender and social inclusion parameters. DMF gender indicators and sex disaggregated data on relevant targets to be identified and discussed.</li> <li>• Ensure that data in the DMF achievement table is reflected as desired (inclusive of gender indicator reporting).</li> </ul>



## Phase 3 - PCR Missions

Timeline	Entry Points & Strategies	Tips
		
<p>The PCRs are mostly prepared in 12-24 months after project completion.</p>	<ul style="list-style-type: none"> <li>• Participation of gender expert</li> <li>• Field Visits requirements as per the GESI/AP activities</li> <li>• Meetings with predefined stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• The GESI/AP achievement matrix should be finalized before the PCR Mission.</li> <li>• The team composition to include a gender specialist.</li> <li>• Insist on a kickoff meeting to understand time distribution and share field action plan.</li> <li>• As time is a constraint in PCR Missions, only 'select activities' should be identified for qualitative assessments.</li> <li>• The field visit requirements should be discussed with the team leader. Once finalized, it should be officially shared with the EA well in advance.</li> <li>• It is recommended to refer the 'guide for collecting stories of beneficiaries of project gender equality and social inclusion action plan implementation', to prepare field visit requirements.</li> </ul>





GENDER EQUITY

## **An Introduction to ADB's Strategy and Guidelines for Gender Mainstreaming**

Find out how the Asian Development Bank's gender mainstreaming category system and key tools in implementing action plans help mainstream gender requirements in projects.

Learning Mode: Self-study

Duration: 1 January 2017 - 15 December 2018

# Want to learn more?

<https://elearn.development.asia/>





# Useful resources

## **Policy on Gender and Development**

<http://www.adb.org/documents/policy-gender-and-development?ref=themes/gender/publications>

## **Operations Manual Section C2 on Gender and Development**

<https://www.adb.org/sites/default/files/institutional-document/31483/om-c2.pdf>

## **Gender Equality and Women's Empowerment Operational Plan, 2013-2020**

<http://www.adb.org/documents/gender-equality-and-womens-empowerment-operational-plan-2013-2020>

## **Guidelines for Gender Mainstreaming Categories of ADB Projects**

<https://www.adb.org/documents/guidelines-gender-mainstreaming-categories-adb-projects>

## **Gender Checklists and Toolkits in Sector Work**

<http://www.adb.org/themes/gender/checklists-toolkits>

## **Gender Tip Sheets**

<https://www.adb.org/documents/series/gender-tip-sheets>

## **Toolkit on Gender Equality Results and Indicators**

<https://www.adb.org/documents/tool-kit-gender-equality-results-and-indicators>





**For more  
information**

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