



## Operational Plan

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April 2013

### Gender Equality and Women's Empowerment Operational Plan, 2013–2020: *Moving the Agenda Forward in Asia and the Pacific*

Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
ADF	–	Asian Development Fund
CGA	–	country gender assessment
CPS	–	country partnership strategy
EGM	–	effective gender mainstreaming
GAD	–	gender and development
GAP	–	gender action plan
GEN	–	gender equity theme
JFPR	–	Japan Fund for Poverty Reduction
MDG	–	Millennium Development Goal
PCR	–	project completion report
RSDD	–	Regional and Sustainable Development Department
TA	–	technical assistance
TVET	–	technical and vocational education and training
UN	–	United Nations
UNESCO	–	United Nations Educational, Scientific, and Cultural Organization

## NOTE

In this report, “\$” refers to US dollars.

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## **EXECUTIVE SUMMARY**

### **Introduction**

Gender equity is one of the five drivers of change in the Asian Development Bank (ADB) Strategy 2020. ADB recognizes that without harnessing the talents, human capital, and economic potential of women, the region risks significant economic and social costs. Gender equality is critical in its own right and essential for better development outcomes in terms of inclusive growth, faster poverty reduction, and attaining the Millennium Development Goals.

The new operational plan for gender equality and women's empowerment sets out the strategic directions and the guiding framework for advancing the gender equality agenda and delivering better gender equality outcomes by 2020. ADB's revised corporate results framework includes gender mainstreaming targets of 45% of all and 55% of the Asian Development Fund operations, with a new indicator at Level 2 to measure the proportion of completed operations that delivered intended gender equality results. The gender operational plan phase 1 results framework is set for 2016 to coincide with ADB's revised Corporate Results Framework, 2013–2016.

### **Gender Inequality and Challenges in Asia and the Pacific**

The Asia and Pacific region has made great strides over the last decade in narrowing gender gaps in education, health, employment, and political participation. Today, there are more girls in schools, fewer women dying in childbirth, more women in wage employment outside of agriculture and more women serving in national parliaments. But, the progress and achievements are not spread widely and evenly across the entire region. Gender disparities remain, especially in girls' secondary education enrolment and completion, maternal and infant mortality, female under-nutrition, women's access to reproductive health, paid employment outside agriculture, wage parity, women's participation in decision-making and reverse sex ratios at birth—even in some of the best-performing economies. This is of serious concern.

Under-investments in women and girls are missed opportunities to correct gender disparities and to capture and harness the economic and human capital potential of women. By neglecting women and girls, the region risks significant social and economic costs. Some estimates suggest the region is losing more than \$40 billion per year as a result of gender gaps in education and women's limited access to employment opportunities. In countries such as India, Indonesia and Malaysia, the gross domestic product would increase by 2-4% annually, if women's employment rates were raised to 70% from the current 30%.

Evidence suggests that growth alone is insufficient to deliver gender equality outcomes. The best progress on reducing gender disparities cannot be neatly correlated with countries with the highest growth rates or stages of development. In fact, some of the worst gender indicators in the region are found in some of the best performing economies. Targeted public policies and priority investments are required to tackle the multiple and mutually reinforcing factors contributing to gender discrimination.

Investments in women and gender equality will deliver higher growth rates, faster poverty reduction and better education and health outcomes. Increased and targeted interventions are needed in girls' education and skills development; expanding women's economic opportunities beyond agriculture; access to reproductive health services; basic infrastructure to improve women's access to essential services and reduce their time poverty,

and; supporting women's increased political participation and voice. Without public policies and investments to tackle the multiple facets of gender inequality, the talents and full potential of half the region's population will remain locked and unrealized.

### **ADB's Gender Equality Performance and Achievements**

Since 2008, ADB's gender mainstreaming performance has significantly improved. Corporate gender mainstreaming targets set for 2012 were achieved and surpassed with gender-inclusive projects represented in more sectors and regions. In 2012 ADB's at-entry gender mainstreaming performance reached 56% of all projects and 58% of the Asian Development Fund operations. Good progress is evident across all three areas of the Gender and Development Plan of Action, 2008–2012: country partnership strategies (CPSs) and lending operations, policy dialogue and support to developing member countries (DMCs), and organizational effectiveness.

ADB operations designed with gender mainstreaming have helped to (i) narrow gender gaps in education; (ii) economically empower women by creating employment and income opportunities and providing access to credit and skills training; (iii) give women "voice" by promoting their involvement in decision-making groups, especially within local communities; (iv) support women's basic infrastructure needs, especially water supply and sanitation; (v) cushion the impacts of the fuel and food crises on women; and (vi) support key gender-related policy and legal reforms.

ADB has also made important contributions to DMC sector ministries' knowledge of and capacity for gender mainstreaming. ADB staff awareness and capacity regarding gender has substantially improved. However, further efforts are required to improve gender integration in CPSs and the quality of project gender action plans (GAPs), and to strengthen GAP implementation and monitoring to deliver better gender equality results and outcomes.

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

Moving forward, ADB will intensify its efforts to ensure that women and girls are not neglected and that gender equality remains at the front and center of its development efforts. The operational plan for gender equality and women's empowerment will provide the roadmap for translating the gender equity as driver of change in Strategy 2020 into concrete and measurable operations to support gender equality outcomes. Hence, the outcome of the operational plan is improved gender equality results from ADB operations by 2020.

**Operational priorities.** ADB's approach and strategy of gender mainstreaming in all sectors has delivered good results. Previous experiences, tested approaches, and lessons from gender mainstreaming will be consolidated, replicated, and expanded across ADB operations, consistent with sector operational plans. This will be complemented by a shift in focus from design at entry to better implementation and monitoring to ensure the delivery of the intended gender equality outcomes. Gender mainstreaming in nonsovereign operations will be encouraged and closely monitored.

While gender mainstreaming will remain the primary and priority approach, on its own it may not be sufficient to narrow persisting gender gaps and inequalities. The pursuit of gender equality is complex, requiring simultaneous interventions across multiple sectors while carefully negotiating entrenched cultural and traditional values and attitudes. Targeted public policies and investments in women and girls are required to accelerate better gender equality outcomes.

More gender equity theme operations will be explored to directly address narrowing gender disparities and tackling persisting gender inequalities. More pilot innovations will be conducted for possible scaling-up in areas such as in women and girls to narrow gender disparities will be explored in areas such as (i) girls secondary education and completion (ii) access to productive assets, labor saving technology, jobs, and income earning opportunities; (iii) school-to-work transition programs and skills training for employment, especially for young women; (iv) business development services for women entrepreneurs; (v) financial services and access to credit; (vi) policy and legal reforms to tackle issues of gender-based violence and anti-trafficking, and; (vii) giving women voice in decision-making in both formal and informal institutions. These complementary and targeted initiatives are more likely to equip women and girls to better capture and benefit from the opportunities provided through gender mainstreaming, and to deliver faster progress on gender equality outcomes. Finally, to reduce women's time poverty, enhanced efforts will be directed to the provision of basic infrastructure and services that reduce women's workload, enhance their mobility and safety, and support their economic empowerment.

**Operational approaches.** Improving the quality at entry of country gender strategies in CPSs and project GAPs remains essential. However, some rebalancing is required to shift focus from preparing more projects with gender mainstreaming toward improved implementation and monitoring of gender equality results and outcomes. Building the gender capacity of DMC partners responsible for project implementation will be expanded and geared more toward these ends. The flagship south-south lateral learning programs for sector ministries will be expanded and strengthened with a revised focus on implementation quality and results. Efforts will also be made to capture gender equality results of ADB operations across sectors at country level, in the areas of human development, economic empowerment, and participation in decision-making. Finally, special attention will be paid to improving the quality and relevance of gender research and knowledge products and services, including expanded global and regional partnerships to enhance knowledge exchange and solutions.

**Organizational requirements.** Business process guidelines such as the project administration instructions, revised templates for project completion reports, and the eOperations electronic project data tracking system will be revised to include the tracking and reporting on project GAPs and gender equality results. The Operations Review Meetings will include, as a standard, reporting on GAP implementation, with one meeting annually that focuses on GAP progress and gender equality results.

An expanding gender portfolio will require modest staffing additions to ensure better implementation, monitoring, and reporting of gender equality results: two additional international gender specialists in regional departments and the conversion of three current long-term gender consultant positions in resident missions to national staff positions. Business processes will need some adjustments and revisions. Additional technical assistance resources will be required for pilot innovations and knowledge solutions.

## I. RATIONALE AND ISSUES

1. Gender equity is one of the five drivers of change in Strategy 2020, the Asian Development Bank (ADB) long-term strategic framework<sup>1</sup>. ADB recognizes that without capturing and unleashing 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<sup>2</sup> is critical in its own right and essential for better development outcomes in terms of inclusive growth, faster poverty reduction, and achieving the Millennium Development Goals (MDGs).

2. Slow progress on gender equality will stall higher growth rates, reduce national incomes, slow down poverty reduction and delay MDG attainment. The region risks significant social and economic costs by under investing in women and girls. Some estimates suggest the region is losing more than \$40 billion per year as a result of gender gaps in education and women's limited access to employment opportunities. In countries such as India, Indonesia and Malaysia, the gross domestic product would increase by 2-4% annually, if women's employment rates were raised to 70% from the current 30%.<sup>3</sup> Under-investments in women and girls are missed opportunities to capture and harness the economic, social and human capital potential of women.

3. Evidence suggests that growth alone is insufficient to deliver gender equality outcomes. The best progress on reducing gender disparities cannot be neatly correlated with countries with the highest growth rates or stages of development. In fact, some of the worst gender indicators in the region, especially girl's school participation, maternal and infant mortality, under-nutrition and reverse sex ratios at birth are found in some of the best performing economies. This is of serious concern.

4. Targeted public policies and priority investments are required to tackle the multiple and mutually reinforcing factors contributing to gender discrimination. Increased and targeted interventions are needed in girls' education and skills development; expanding women's economic opportunities beyond agriculture; access to reproductive health services; basic infrastructure to improve women's access to essential services and reduce their time poverty, and; supporting women's increased political participation and voice. Without public policies and investments to tackle the multiple facets of gender inequality, the talents and full potential of half the region's population will remain locked and unrealized.

5. Under Strategy 2020, ADB commits to promoting gender equity by designing more gender-inclusive projects that deliver better gender equality outcomes in education and health services, clean water supply, better sanitation, and essential basic infrastructure while paying careful attention to gender equality issues across the full range of its operations. ADB's revised corporate results framework includes gender mainstreaming targets to be met - 45% of ADB

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<sup>1</sup> ADB. 2008. *Strategy 2020: The Long-Term Strategic Framework of the Asian Development Bank, 2008–2020*. Manila.

<sup>2</sup> "Gender equity" is fairness to men and women alike. To be fair, policies and measures should compensate for women's historical and social disadvantages that deny them a level playing field. Gender equity as a process leads to "gender equality", wherein men and women enjoy equal opportunity, access to services, and decision-making power. Strategy 2020 pursues gender equity to drive change in Asia and the Pacific.

<sup>3</sup> United Nations Economic and Social Commission for Asia and the Pacific. 2007. *Economic and Social Survey of Asia and the Pacific*. Bangkok.

and 55% of Asian Development Fund (ADF) operations, and to measure at exit the proportion of completed operations that delivered intended gender equality results.<sup>4</sup>

6. The guiding framework of ADB's support for gender equality and women's empowerment is the Policy on Gender and Development (GAD).<sup>5</sup> ADB developed and implemented three GAD plans of action as roadmaps for policy implementation.<sup>6</sup> The previous plan, for 2008–2012, was approved prior to adoption of Strategy 2020 and completed in 2012. This new Gender Equality and Women's Empowerment Operational Plan sets out the strategic directions and the guiding framework for moving the gender equity agenda forward, and for better aligning gender operations with Strategy 2020. The results framework of the operational plan is in Appendix 1.

## A. Gender Inequality and Challenges in Asia and the Pacific

7. The Asia and the Pacific region have made impressive strides over the last decade in narrowing gender gaps in education, health, employment, and political participation. Gender gaps in school enrollment and completion have narrowed at all levels. Maternal and infant mortality and fertility rates have declined. Large numbers of women have entered the labor market and wage employment outside agriculture. Female representation in national parliaments and other decision-making bodies has increased.

8. However, these gains have been uneven across the region and within countries, with women and girls in low-income countries, poor households, remote rural areas, or certain ethnic groups or castes often left behind. Gender disparities remain, especially in girls' secondary education enrollment and completion, maternal and infant mortality, under-nutrition, women's access to reproductive health services, paid employment outside agriculture, wage parity, women's participation in decision-making and reverse sex ratios at birth—even in some of the best-performing economies.<sup>7</sup> This requires immediate and serious attention and improvement.

9. Many women in the region, particularly in rural areas, still lack access to clean water and sanitation, electricity, transportation, and other basic infrastructure. Further, food and fuel price hikes and economic and environmental crises have impacted women more acutely given pre-existing gender inequalities and women's vulnerabilities. These crises can potentially reverse gender equality gains achieved so far.

### 1. Gender Equality: Unfinished Agenda

10. **Human capital endowments.** While gender parity in primary enrollment (MDG 3) is within reach in Asia and the Pacific, progress in primary completion and secondary education remains a challenge in many countries. More girls than boys remain out of school in some countries, such as Afghanistan, India, and Pakistan,<sup>8</sup> and more girls than boys will not complete secondary education in Cambodia, the Lao People's Democratic Republic (Lao PDR),

<sup>4</sup> ADB. 2012. *Review of the ADB Results Framework*. Manila.

<sup>5</sup> ADB. 1998. *Policy on Gender and Development*. Manila.

<sup>6</sup> GAD plan of action 2000–2003 extended as the second plan for 2004–2006. GAD plan of action 2008–2010, was approved in 2007. In 2011, the plan for 2008–2010 was extended to 2012 to coincide with the 2012 target set by the corporate results framework.

<sup>7</sup> World Bank. 2011. *World Development Report 2012. Gender Equality and Development*. Washington, DC.

<sup>8</sup> Country examples are selective.



Nepal, and Papua New Guinea.<sup>9</sup> In many countries, girls still have lower educational attainment, especially at the secondary and tertiary level, limiting their options for future employment, incomes, and economic opportunities.<sup>10</sup> The challenges are not only to get girls into schools but to keep them there, assist their transition from school to work and expand their career options. Some studies indicate that providing one additional year of schooling to girls increases their future potential income by 10% to 20%.<sup>11</sup> More investment to close the remaining gender gaps in education will enable much-needed human capital formation, help postpone early marriage, reduce infant and maternal mortality rates, and improve intergenerational education and health outcomes.

11. Maternal mortality rates (MDG 5) remain stubbornly high in a number of countries across the region.<sup>12</sup> Three of the six countries with the highest maternal mortality rates in the world in 2008 were in Asia and the Pacific.<sup>13</sup> The portion of deliveries attended by skilled birth attendants is as low as 18% in Bangladesh, 19% in the Lao PDR, and 11% in Nepal.<sup>14</sup> The region is also home to millions of “missing women” due to prenatal sex selection and infant and maternal deaths. In the People’s Republic of China and India, 1.3 million girls were estimated to be missing at birth in 2008 alone. A disturbing trend of skewed sex ratios at birth is also evident in Armenia, Azerbaijan, and Viet Nam (footnote 6). Missing women is a clear indicator of cultural son preference and gender discrimination.

12. **Economic empowerment.** Gender inequalities persist in women’s access to economic opportunities, employment, decent work, and access to productive resources such as land, credit, and financial services. Despite women’s significantly improving labor force participation in Asia and the Pacific, gender gaps remain. In 2009, women comprised only 56% of the labor force compared with 81% for men.<sup>15</sup> While Asian women entered employment at a faster rate than men during 2000-2007,<sup>16</sup> the horizontal and vertical segregation of the labor market remains entrenched. Women are more likely to work in low-productivity agricultural employment and in vulnerable and low-paid informal jobs. Gender disparities remain in terms of where and how women work, wage parity, unemployment, and balancing productive and reproductive responsibilities. More than 50% of Asian women and 60% of women in Pacific island states are still concentrated in agriculture. The share of women engaged in wage employment outside of agriculture across the region is only 30%. In South Asia, women’s share of non-agricultural wage employment is only 20%—the lowest among the world’s regions. Gender wage gaps

<sup>9</sup> ADB. 2011. *Gender Equality and Women’s Empowerment*. Asian Development Fund XI Replenishment Meeting in Dhaka, 5–6 December 2011. Manila.

<sup>10</sup> United Nations Educational, Scientific, and Cultural Organization database 2007–2010. Fewer girls than boys are enrolled in tertiary education in Afghanistan, Bangladesh, Bhutan, Cambodia, the Lao PDR, Pakistan, Tajikistan, Timor-Leste, and Uzbekistan.

<sup>11</sup> Psacharopoulos, G. & Patrinos, H. (2002). *Returns to investment in education: a further update*. Policy Research Working Paper Series 2881. Washington, DC: The World Bank.

<sup>12</sup> Including Afghanistan, Bangladesh, the Lao PDR, Papua New Guinea, and Timor-Leste, and even in some middle-income countries such as Indonesia and the Philippines.

<sup>13</sup> United Nations Economic and Social Commission for Asia and the Pacific, ADB, and the United Nations Development Programme. 2011. *Paths to 2015: MDG Priorities in Asia and the Pacific*. Asia-Pacific MDG Report 2010/11. p. 28.

<sup>14</sup> United Nations Population Fund. 2011. *The State of World’s Midwifery 2011: Delivering Health, Saving Lives*. New York.

<sup>15</sup> ADB and International Labour Organization. 2011. *Women and Labour Markets in Asia. Rebalancing for Gender Equality*. Bangkok. All data in this paragraph is sourced from this report.

<sup>16</sup> All data sourced from ADB and International Labour Organization (ILO). 2011. *Women and labor markets in Asia: Rebalancing for gender equality*. Bangkok.

persist, with women typically earning less than men for the same work—50% less in Bangladesh and 20% less in Mongolia.<sup>17</sup>

13. Women's limited access to and ownership of land, property, and other productive resources restricts opportunities to improve productivity and expand economic activity. In Nepal, only 6% of houses are owned by women either partly or in full. In rural areas in Viet Nam, 8% of farm and forest land titles are in the name of women, 87% in the name of men, and 5% held jointly.<sup>18</sup> Enterprises owned or managed by women are greatly outnumbered by those owned or managed by men. While 38%–47% of formal small and medium-sized enterprises in DMCs in East Asia, Southeast Asia, and the Pacific are owned by women, as are 38%–46% in Central Asia, the Caucasus, and Eastern Europe, the figure is only 8%–9% in South Asia.<sup>19</sup> Such enterprises are typically smaller and less capitalized and productive, and they operate on a less permanent basis.

14. **Participation in decision-making and voice.** Female quotas and temporary special measures, and investment in women's leadership in Asia and the Pacific, have helped increase women's representation in political decision-making at the national level with women holding 18% of legislative seats in Asia and 15% in the Pacific. However, with the exception of only two countries (Nepal and Timor-Leste), the region is yet to achieve the internationally agreed target of 30% female representation in national parliaments.<sup>20</sup> Only 10 countries have more than 10% of women in national parliaments. Women's representation at the subnational level and in community organizations and groups is relatively better. But existing data indicate that women remain a minority among decision-makers. At the household level, women still have weaker voice in household decisions, particularly over resource allocation and fertility.

## 2. Other Challenges to Gender Equality and Women's Empowerment

15. **Basic infrastructure to reduce time poverty.** Women's access to basic infrastructure to reduce their workload and "time poverty" is crucial for improved health and welfare and economic empowerment. In Asia and the Pacific, many women, particularly in rural areas, still lack access to water supply, sanitation, electricity, all-weather roads, and affordable transportation. As a result, they spend significant time collecting water and firewood to meet domestic needs, have limited proximity to education and health services and fewer economic opportunities or access to markets. The problem is particularly acute in lower-income countries. Nearly 30% of the rural population in ADF-only countries<sup>21</sup> still lack safe drinking water, 64% sanitation, and 68% electricity.<sup>22</sup> Basic infrastructure is critical to release women from time-consuming drudgery and to enhance their mobility, well-being, and economic empowerment. Investment in labor-saving technologies that especially benefit poor women—such as lighting, clean cookstoves, water supply and sanitation, and crop and food processing equipment—are high priorities.

<sup>17</sup> Footnote 15, p. 2.

<sup>18</sup> UN Women. 2010. *The State of World's Women 2010*. New York.

<sup>19</sup> International Finance Corporation. 2011. *Strengthening Access to Finance for Women-Owned SMEs in Developing Countries*. Washington, DC.

<sup>20</sup> Inter-Parliamentary Union database. [www.ipu.org](http://www.ipu.org) (accessed on 31 May 2012). The 30% international target was set by the Beijing Declaration and Platform for Action in 1995.

<sup>21</sup> Afghanistan, Bhutan, Cambodia, Kiribati, the Kyrgyz Republic, the Lao PDR, the Maldives, Myanmar, Nauru, Nepal, Samoa, Solomon Islands, Tajikistan, Tonga, Tuvalu, and Vanuatu.

<sup>22</sup> ADB. 2011. *ADF XI Role and Priorities*. Manila (prepared for the first ADF XI replenishment meeting); ADB. 2011. *Development Effectiveness Review 2010*. Manila.

16. **Gender-based violence.** Three of the world's five most dangerous countries for women are in Asia: Afghanistan, India, and Pakistan.<sup>23</sup> Incidents of honor killings, dowry deaths, rapes, female infanticide, and acid throwing are frequently reported, especially in South Asia. In Pakistan, more than 1,000 women each year are victims of honor killings. Also, large numbers of women report violence from intimate partners: 30% in Viet Nam; 40% in Bangladesh; and 60% in Kiribati, Solomon Islands, and Vanuatu.<sup>24</sup> Violence against women has significant social and economic costs for the individual, families and the overall society. Across the region, women's safety and security in public and private spaces remains precarious and requires urgent attention.

17. **Vulnerability to risks and shocks.** Women and men experience differently the impacts of climate change, natural disasters, food insecurity, and economic crises. Given women's primary roles in managing water, food production, and traditional biomass fuels, natural resources degradation and disasters caused by climate change are likely to negatively affect women's time use, health, productivity, and employment. While economic shocks and downturns affect both women and men, women are disproportionately affected because of their unequal status in the labor market. Environmental fragility in some of the Pacific island countries is already a reality and adding to women's increasing vulnerability.

## B. ADB's Gender Equality Performance and Achievements

18. Over the last 5-year period (2008-2012), ADB's gender performance has steadily improved and gained significant momentum, culminating in the 2012 corporate gender mainstreaming targets being met a year in advance. Good progress in improving performance is evident across all three main outcome areas of the 2008–2012 GAD plan of action: country partnership strategies (CPSs), lending operations, and policy and capacity development support. However, some areas still require continued attention and enhanced effort to deliver better gender equality outcomes. Detailed performance against the implementation matrix for the plan of action is in Appendix 2.

### 1. Country Partnership Strategies

19. During 2008–2012, only 10 out of 28 CPSs, or 36%, included country gender strategies and gender indicators in sector and results frameworks.<sup>25</sup> However, in 2012, noticeable improvement was evident, as all seven CPSs included separate gender strategies and gender indicators in sector diagnostics or roadmaps, though only four, or 57%, included gender indicators in the overall CPS results framework.

20. While gender assessments now appear to be routinely included in CPS and sector diagnostics and roadmaps, the quality of gender strategies and their meaningful integration in the CPS—particularly in the results framework—require further attention. Gender strategies are sometimes disconnected from the overall thrust of the CPS, gender analyses in the sector roadmaps too generic, and some gender actions and targets unmatched with the country context. Gender-related policy dialogue, capacity development, and knowledge products outside

<sup>23</sup> TrustLaw. 2011. *Factbox: The World's Most Dangerous Countries for Women*. Reuters. 15 June. <http://www.reuters.com/article/2011/06/15/us-women-danger-factbox-idUSTRE75E32A20110615>

<sup>24</sup> International Institute of Population Studies. 2007. *National Family Health Survey (NFHS-3), 2005–06. Vol. III*. Delhi. Timor-Leste Demographic and Health Surveys, 2010. Samoa Family Health and Safety Study, 2007. Kiribati Family Health and Support Study, 2010. Solomon Islands Family Health and Safety Study, 2009.

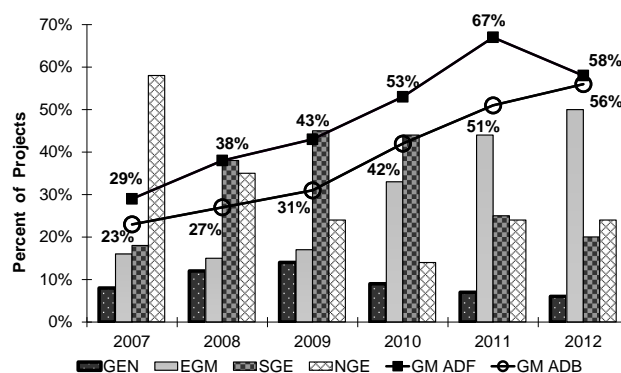
<sup>25</sup> Excluding interim CPSs.

of priority sector portfolio could be more explicitly integrated into the country gender strategy and the CPS results framework. Regional cooperation strategies are generally weaker in the integration of gender equality issues, requiring further work.

## 2. Lending Operations

21. **More projects with gender mainstreaming.** Since 2008, a steady upward trend has been evident in the number of operations with gender mainstreaming.<sup>26</sup> In 2012, ADB met and surpassed the 3-year rolling average gender targets for the second consecutive year, with 49% of all operations and 59% of ADF operations categorized gender mainstreaming.<sup>27</sup> Using annual figures, in 2012 ADB's gender performance reached 56% of all projects and 58% of ADF operations (Figure 1).

**Figure 1: ADB and Asian Development Fund Projects with Gender Mainstreaming**



EGM = effective gender mainstreaming, GEN = gender equity theme, GM ADB = gender mainstreaming in Asian Development Bank projects, GM ADF = gender mainstreaming in Asian Development Fund projects, NGE = no gender elements, SGE = some gender elements.  
Source: ADB

22. **Sector diversification.** During 2008–2012, ADB successfully diversified its gender portfolio across sectors and achieved closer alignment with core sectors of Strategy 2020. Significant improvement was noted between 2007 and 2012, with the energy sector improving its performance from 0% to 19%, transport from 5% to 50%, and water from 43% to 91%. This indicates that ADB is doing better at integrating gender in hard infrastructure sectors and that gender continues to be relevant to core sectors of Strategy 2020. Some design innovations for gender-inclusive projects in these sectors are provided in Box 1.

23. **Quality of project gender action plans.** Steady improvements in the quality of project GAPs are noted in 2012, demonstrating close alignment with project outputs, the inclusion of clear gender targets linked to outputs, gender performance indicators integrated in design and monitoring frameworks, and closer attention paid to implementation arrangements. However, further attention is required to improve the quality of GAPs. Some

### Box 1: Innovative Gender Design in Sectors and Subsectors

Energy projects now support energy-based enterprises and employment for women, as maintenance technicians for solar, mini-hydro, and other community-managed systems; electricity meter readers; in agro-processing; and at small biogas plants. Transport projects include targets for training and employment for women in rural road construction and maintenance, as station staff, and ticket collectors, as well as gender-inclusive spatial designs such as women-only carriages, storage space for prams and shopping on trains and buses, separate waiting spaces and queues for men and women, street lighting around stations, and secured footpaths for pedestrians to address issues of safety and security. Urban development and water supply projects have attempted to provide women with jobs as water quality technicians, meter readers, and customer service clerks, and have trained women in urban communities to be champions of sanitation and hygiene awareness. Technical and vocational education and training projects increasingly provide scholarships for girls to train in traditional male trades and incentives to employers to offer females apprenticeships and employment in non-traditional trades.

<sup>26</sup> Projects with gender mainstreaming include those categorized gender equity theme (GEN) or effective gender mainstreaming (EGM).

<sup>27</sup> Combined total of GEN and EGM projects. Targets were set at 40% of all projects and 50% of ADF operations by 2012.

GAPs remain weak as they are too general and vague, include only process-oriented numerical targets (e.g., women’s participation in meetings), are too complicated with numerous actions and activities, or set targets with no reference to baselines.<sup>28</sup>

24. **Implementation, monitoring, and reporting.** Independent Evaluation Department special evaluation studies on gender highlighted the need to strengthen project GAP implementation and recommended strengthening ADB’s capacity to monitor and capture gender equality results.<sup>29</sup> In response, a database of all projects with gender equity as a theme (GEN) or effective gender mainstreaming (EGM) has been established to monitor and track GAP implementation. In addition, to complement regular regional department project review missions, the Regional and Sustainable Development Department (RSDD) has commenced selective project review missions to assess GAP implementation, identify bottlenecks, learn lessons, develop good practices, and suggest corrective action if needed. While some effort has been made to improve monitoring, a staff estimate shows only 23 of 43 midterm reviews of projects categorized as GEN or EGM during 2010–2012, or 53%, reported on GAP implementation progress.<sup>30</sup> Significant scope exists to better monitor and report on GAP implementation, and gender equality results during project implementation and at completion.

25. In 2010–2012, of the 82 project completion reports (PCRs) that were categorized GEN or EGM, only 44, or 54%, reported the successful implementation of project GAPs. In recent years, the coverage of GAP implementation and gender equality results in PCRs has improved. However, GAP success rates must be greatly improved. Efforts to track and report on gender equality results during project implementation and at completion need to be improved and scaled up.

### 3. Policy and Capacity Development

26. **Policy reform and capacity development.** Support for policy reform was provided through technical assistance (TA) and project- and policy-based operations for gender equality laws, judicial reform including appointing more female judges, establishing women’s police cells, introducing quotas for women’s participation in local governance structures, and gender-responsive public resource allocation. ADB continued its flagship lateral South–South peer learning initiatives regionally, subregionally, and bilaterally, with DMC project directors showcasing good practices and exchanging experiences of implementing project GAPs on specific sectors and themes. Gender capacity building in sector line ministries was pursued through learning by doing, designing and implementing project GAPs. In selected countries, assistance was provided to national gender focal agencies, and in 2011 ADB hosted a consultation workshop for gender focal agencies of South Asian DMCs.

<sup>28</sup> Only 34% of GEN or EGM projects in 2008–2012 included sex-disaggregated baseline data in the GAP or project design and monitoring framework. See Appendix 2.

<sup>29</sup> ADB. 2009. *The Asian Development Bank’s Support to Gender and Development—Phase 1: Relevance, Responsiveness, and Results to Date*. Manila; ADB Independent Evaluation Department. 2010. *The Asian Development Bank’s Support to Gender and Development—Phase II: Results from Country Case Studies*. Manila.

<sup>30</sup> Data on 2008 are not available.

27. **Knowledge products.** ADB has produced a variety of gender equality knowledge products. Country gender assessments—often prepared jointly with other partners—have become flagship publications. Sector gender checklists, toolkits, and operational guides have been prepared to help staff design gender-inclusive projects. Rapid gender assessments of projects were conducted to learn lessons on GAP implementation and identify what works, with the results published as knowledge products. Thematic studies contributing to knowledge generation were prepared and published on gender and the labor market, human trafficking and migration, legal empowerment, and rural women’s entrepreneurship (see Box 2).

#### 4. ADB’s Contribution to Gender Equality at Country Level

28. ADB-assisted projects and programs designed with gender mainstreaming have helped to (i) narrow gender gaps in education; (ii) economically empower women by creating employment and income opportunities and providing access to credit and skills training; (iii) give women a voice by promoting their involvement in decision-making groups, especially within communities; (iv) support women’s infrastructure needs, especially water supply and sanitation; (v) alleviate the impacts of fuel and food crises on women; and (vi) support key gender-related policy and legal reforms.

29. A targeted gender project in 15 of the poorest districts in Nepal tackled the multiple and mutually reinforcing dimensions of gender discrimination through a cross-sectoral approach that provided basic community infrastructure to reduce women’s work burdens, skills training and access to credit to improve livelihoods and incomes, and legal awareness and citizenship certificates to provide women identity and improve their legal status (Box 3).

#### Box 2: Knowledge Products

- Country Gender Assessments
- Gender Equality Results of Projects
- Sector Gender Checklists on
  - ✓ agriculture
  - ✓ education
  - ✓ energy
  - ✓ health
  - ✓ public sector management
  - ✓ water supply and sanitation
  - ✓ resettlement
  - ✓ urban development & housing
- Gender, Law, and Policy Toolkit
- Project Gender Action Plans: Briefing Note
- Community-based Routine Maintenance of Roads by Women’s Groups: Guide and Manual
- Thematic gender studies on
  - ✓ labor market
  - ✓ human trafficking and migration
  - ✓ entrepreneurship
  - ✓ HIV/AIDS

#### Box 3: Nepal – Gender Equality and Empowerment of Women

Some results achieved include the following:

- 52,000 households benefited from community infrastructure including toilets, drinking water facilities, road/trails, small irrigation schemes, and micro hydropower to meet women’s basic infrastructure needs;
- 10,973 households installed improved cooking stoves and water mills that reduced women’s work burdens and improved their health;
- 62,274 women involved in savings and loan groups;
- 8,963 women received skills development training;
- 5,000 women engaged in income-generation projects;
- 8,000 women provided with knowledge on legal rights;
- 1,351 women wage laborers provided with skills training and awareness on wage rights;
- police, prosecutors, and judges trained in women’s legal rights;
- 80% of women in the project area received citizenship certificates; 76.5% registered their marriages and obtained birth certificates.

Source: ADB. 2011. *Nepal Gender Equality and Empowerment of Women Project*. Midterm Progress Report and Government Data

### 30. Closing gender gaps in education.

ADB projects have built schools in remote rural areas to improve and expand access, provided scholarships and stipends to poor girls, built hostels and dormitories, and trained female teachers to improve girls' school enrolment and retention rates (Box 4). In Nepal, similar gender design features led to increased girls secondary participation rates from 40% in 2002 to 47.2% in 2008 (grades 6 through 10) while gross enrolment rates increased from 55% to 80% for grades 6 through 8, and from 35% to nearly 60% for grades 9 and 10.<sup>31</sup> In some countries, support is being provided to tackle the remaining "pockets of disadvantage" in remote and disadvantaged areas. For example in Viet Nam, ADB is supporting 22 of the most disadvantaged districts by constructing schools closer to communities, providing scholarships for ethnic minorities girls, building semi-boarding facilities and training ethnic minority female teachers.<sup>32</sup>

#### Box 4: Lao PDR – Second Education Quality Improvement Project

- new spaces for 58,000 students in remote areas through classroom and school construction;
- girls' primary enrollment increased from 79% in 2005–2006 to 90% in 2009–2010 nationwide;
- improved gender parity index of 0.98 by 2010; and
- training of 1,000 (47%) under-qualified female primary and 1,250 (41%) secondary teachers.

Source: ADB. 2011. *Completion Report: Second Education Quality Improvement Project in the Lao People's Democratic Republic*. Manila.

31. New directions are being forged in technical and vocational education and training (TVET) to support school to work transition and encourage girls' entry into marketable skills training, including traditional male trades, to improve their chances of better employment outcomes and higher future incomes.<sup>33</sup> In Nepal, a skills development project provided market-oriented skills training in agriculture, engineering, hotel operation and tourism, and other trades to 38,404 trainees, of which 19,207 (50%) were female.<sup>34</sup> The project has achieved a 76% rate of employment for graduates, with female employment rate a high 91%. In Indonesia, 48,000 girls received technical and vocational training in computer science, business, tourism and hospitality courses. Data from 40 model schools shows that of the 10,142 female students who graduated in 2011, 41% were employed and 12% started their own businesses.<sup>35</sup>

32. **Economic empowerment.** A range of projects supported women's economic empowerment by providing (i) jobs and income-earning opportunities; (ii) skills training, technical and vocational education, technology transfer, and market and road infrastructure to improve incomes of women farmers; and (iii) access to financial services for income generation and livelihood opportunities. A microfinance project in Tajikistan<sup>36</sup> provided credit to 16,000 women (44% of total borrowers) enabling them to engage in entrepreneurial activities, increase their incomes, and broaden their income sources—leading to significant benefits for household income, crop yields, food security, and education and health expenditures. The program also created jobs for women in microfinance institutions (MFIs), resulting in women comprising 65% of employees in 39 of the largest MFIs. Support for women's economic empowerment has also included constructing rural markets and reserving spaces for women vendors; providing

<sup>31</sup> ADB. 2011. *Completion Report: Secondary Education Sector Project in Nepal*. Manila

<sup>32</sup> ADB. 2007. *Viet Nam Lower Secondary Education for the Most Disadvantaged Regions Project (RRP)*. Manila.

<sup>33</sup> ADB. 2009. *Cambodia: Strengthening Technical and Vocational Education and Training Project*, (RRP); ADB. 2010. *Lao PDR: Strengthening Technical and Vocational Education and Training Project*, (RRP); ADB. 2009. *Viet Nam: Skills Enhancement Project*, (RRP).

<sup>34</sup> ADB. 2011. *Nepal: Skills for Employment Project*. Manila (Progress reports and staff data).

<sup>35</sup> ADB. 2012. *Indonesia Vocational Education Strengthening Project*. Mid-term Review Report,

<sup>36</sup> ADB. 2009. *Completion Report: Microfinance Systems Development Program in Tajikistan*. Manila.

employment opportunities for destitute women in road construction and maintenance, and; helping women farmers to diversify into cash crops that yield higher incomes (Box 5).

**33. Basic infrastructure to reduce time poverty.** ADB's support for water supply and sanitation, rural infrastructure, rural roads, and rural electrification projects have assisted to reduce women's workload and time poverty, provided much-needed income opportunities, and supported their overall economic

and social empowerment. In Cambodia, a rural water supply and sanitation project provided access to safe water to 500,000 people and latrines to 225,000—resulting in improved health, time savings, and reduced work burden for women and girls. The Bhutan energy project will provide electricity to 5,075 rural households through grid extension, and off-grid will install solar home systems for 1,896 new households in rural areas.<sup>37</sup> The project will also train women as village technicians for operation and maintenance of the solar home system and potential livelihood opportunities after electrification.<sup>38</sup>

**34. Crises response.** ADB has also supported social protection programs to cushion the impacts of the food, fuel, and economic crises on women (Box 6). In Pakistan, support was provided to the Benazir Income Support Program,<sup>39</sup> a targeted cash transfer program for female heads or adult females of eligible poor households. By 2011, 9 million women received identity cards. 4.6 million adult females received cash payments and 7 million poor households were targeted to be covered nationwide. In Mongolia, 28,107 women beneficiaries received food stamps for 1 year to cushion the impact of the food and fuel crises.<sup>40</sup> The Kyrgyz Republic crises support program<sup>41</sup> ring-fenced critical budget allocation for social services, including social benefits paid to women, increased budget for maternal and reproductive health, and supported improved registration of women's land ownership.

#### Box 5: Bangladesh: Crop Diversification Project

- 150,000 women farmers provided extension services, new technologies, skills training and microcredit
- 40% demonstration plots for women
- 25,000 women farmers trained on value addition options, market opportunities, pricing
- 6,300 women Small Farmer Groups (SFGs) formed
- 10,000 women trained in post-harvest techniques, marketing, bargaining and negotiation skills
- Female farmers supported for supply contract with large farmers, traders, seed merchants and processors
- Market access roads; construction of new markets with facilities and selling spaces for women vendors
- 167,811 women received loans

ADB. 2010. *Completion Report: Crop Diversification Project in Bangladesh*, Manila.

#### Box 6: Cambodia: Emergency Food assistance Project

- 31,555 girls benefited from school feeding program
- 5,526 girls received scholarships;
- 3,711 female-headed households benefited from "food for work" program
- 47,103 women provided income support through "cash for work" program.

Source: ADB. 2011. *Cambodia Emergency Food Assistance Program*. Progress reports, ADB staff data. Manila.

<sup>37</sup> ADB. 2010. *Bhutan Rural Renewable Energy Development Project, (RRP)*. Manila.

<sup>38</sup> ADB. 2011. *Proposed Grant Assistance for Improving Gender-Inclusive Access to Clean and Renewable Energy in Bhutan, Nepal, and Sri Lanka*. Manila.

<sup>39</sup> ADB. 2011. *Benazir Income Support Program*. Staff Briefing Note. Manila.

<sup>40</sup> ADB. 2011. *Mongolia Food and Nutrition Social Welfare Program*. ADB staff data.

<sup>41</sup> ADB. 2010. *Kyrgyz Republic Emergency Assistance for Recovery and Reconstruction*. Progress reports.



35. **Voice and decision making.** ADB has also contributed to giving women a voice, promoting their involvement in decision making, and facilitating their political empowerment (Box 7). In recent years, virtually all projects in education, water supply and sanitation, irrigation, and rural development included targets and quotas for women's participation in community decision-making groups. In Lao PDR, women comprised 35% of water user association members, and accounted for 33% of all decision-making meetings in a community irrigation project.<sup>42</sup> In Cambodia, more than 11,000 women were board members in water and sanitation committees, 4,000 participated in village meetings and 2,000 were involved in planning, design and technology choice.<sup>43</sup> High levels of women's participation were achieved in critical decisions relating to location, technology choice, and design and construction supervision to ensure that infrastructure works better for women.

**Box 7: Bangladesh – Urban Governance and Infrastructure Improvement Project**

This project promoted women's participation in local urban governance structures and infrastructure development. Capacity development training was provided to 700 elected women town councilors, enabling them to serve on tender committees and environment subcommittees in 30 municipalities; and contribute to decisions related to sanitation, health, education, and timely payment of municipal taxes and utility bills. Nearly 7,000 women were mobilized to hold positions on the executive committees of community based organizations. More than 3,350 courtyard meetings were held that paved the way for poor women citizens' voices to be heard on governance and infrastructure services.

Source: Asian Development Bank. 2010. *Gender Equality Results – Case Studies: Bangladesh*. Manila.

36. **Policy and legal reforms** to support gender were also tackled with some good results. For example, the *Gender Equality and Empowerment of Women Project in Nepal* (Box 3) included provisions for enactment of the Gender Equality Act, 2006; removal of gender discriminatory provisions in 64 laws; and the introduction of an affirmative action policy to increase the number of women civil servants. In Pakistan, two separate loans<sup>44</sup> led to the introduction of the sexual harassment in the workplace bill and the introduction of the 30% female reservation quota in district governments (Box 8). In Mongolia and Viet Nam, ADB supported the preparation of gender equality laws. A crises support program in Bangladesh<sup>45</sup> was used to spearhead implementation of gender budgeting guidelines to ensure greater transparency and accountability of expenditures for women's development. By 2011, 33 ministries had formulated budgets that disaggregated expenditures for the advancement of women. About 29.7% of the entire budget consolidated across 33 ministries in 2010 was allocated for gender-related expenditures, of which 18.3% was for expenditures targeting women directly.

**Box 8: Pakistan: Access to Justice Program**

- amendments to the Family Courts Act to provide women with greater protection in divorce cases;
- a near doubling in the number of women judges in the subordinate judiciary between 2001 and 2007;
- creation of gender crime cells at the national level to prioritize investigation of crimes against women;
- abolition of provincial quotas limiting the number of police posts for women
- establishment of women-only police stations in Sindh

Source: ADB. 2009. *Completion Report: Pakistan Access to Justice Program*. Manila.

<sup>42</sup> ADB. 2011. *Completion Report: Northern Community-Managed Irrigation Sector Project in the Lao People's Democratic Republic*. Unpublished.

<sup>43</sup> ADB. 2010. *Cambodia: Tonle Sap Rural Water and Sanitation Sector Project*. Progress reports/ADB staff data. Manila.

<sup>44</sup> ADB. 2009. *Completion Report: Access to Justice Program in Pakistan*. Manila; ADB. 2009. *Completion Report: Decentralization Support Program in Pakistan*. Manila.

<sup>45</sup> ADB. 2011. *Bangladesh Public Expenditure Support Facility Program*. Progress reports.

## **II. GENDER EQUALITY AND WOMEN'S EMPOWERMENT OPERATIONAL PLAN, 2013–2020**

37. The Gender Equality and Women's Empowerment Operational Plan, 2013–2020 has been developed based on ADB's previous experience, tested approaches, and achievements in gender mainstreaming. It builds on the successful experience of the previous plans of action. Moving forward, ADB will intensify its efforts to ensure that gender equality remains at the front and center of its development efforts, and to accelerate progress on closing remaining gender gaps. The operational plan for gender equality and women's empowerment will be the roadmap for translating the gender equity as driver of change in Strategy 2020 into concrete and measurable operations to support gender equality outcomes. The operational plan reflects the directions set in ADB's revised Corporate Results Framework of enhancing the focus on improving implementation to deliver better outcomes.<sup>46</sup>

38. During the last 5 years (2008-2012), ADB has significantly improved its gender performance at entry by designing projects and programs with gender mainstreaming across virtually all key sectors of ADB operations. However, moving ahead, the priority and focus will shift to improving implementation and monitoring for the delivery of better gender equality results, rebalancing towards more gender equity theme operations that support gender equality objectives, and piloting innovations with potential for scaling up.

39. The outcome of the operational plan is improved gender equality results of ADB operations by 2020. The operational priorities and approaches and organizational requirements for delivering gender equality outcomes are presented below and in Figure 2. The results framework of the operational plan is set for 2013–2016 to coincide with the revised corporate results framework. It is presented in Appendix 1.<sup>47</sup>

### **A. Operational Priorities**

40. ADB's approach and strategy of gender mainstreaming in all sectors has delivered good results at entry, with gender equality and women's empowerment issues considered and integrated across virtually all sectors. The experiences, tested approaches, successes and lessons from gender mainstreaming will be consolidated, replicated, and expanded (see Paras. 28-36). This will be complemented by a shift in focus from design at entry to better implementation and monitoring to ensure the delivery of the intended gender equality outcomes.

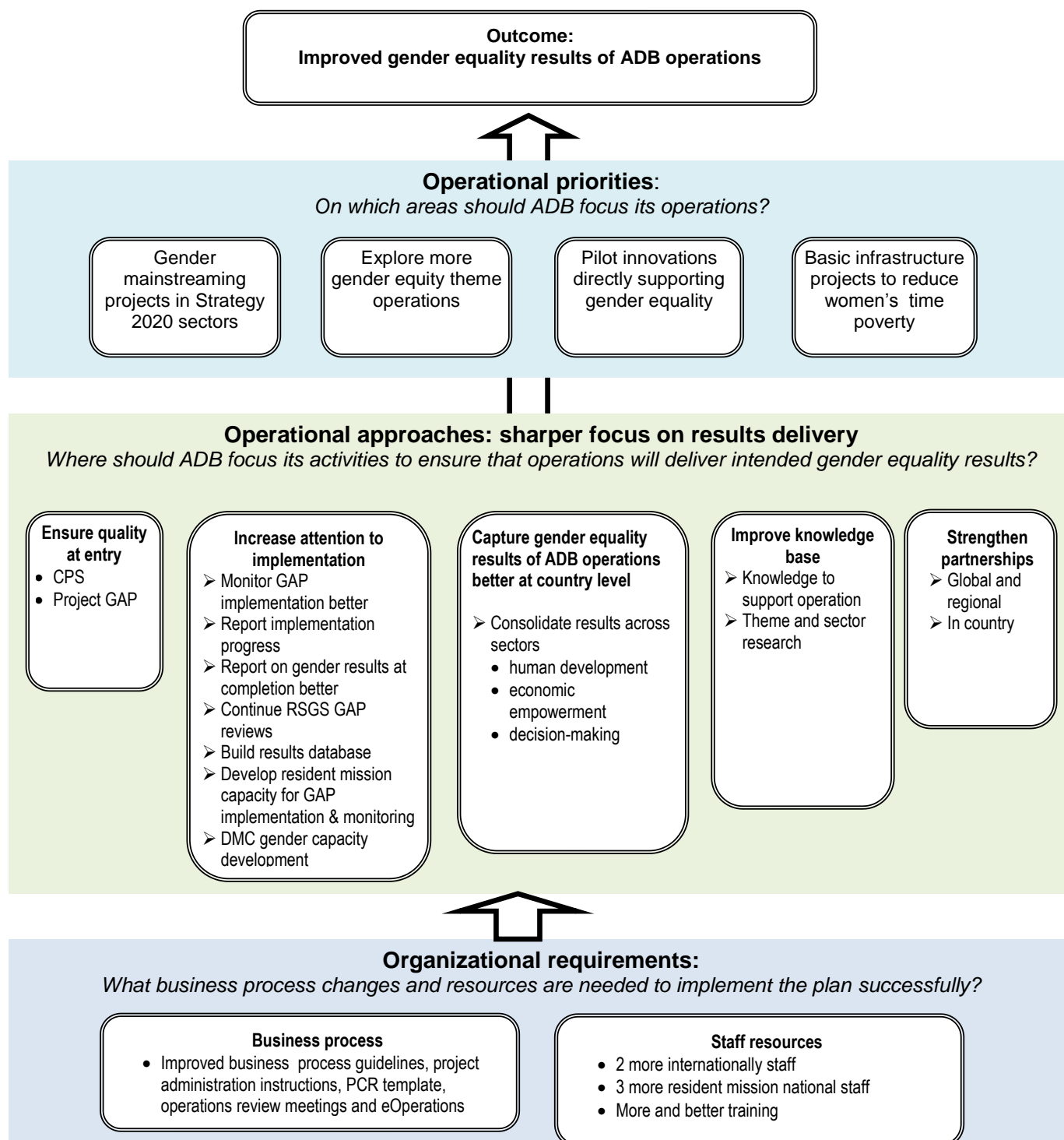
41. While gender mainstreaming will remain the primary and priority approach, on its own it may not be sufficient to narrow persisting gender gaps and inequalities. The pursuit of gender equality is complex, requiring simultaneous interventions across multiple sectors while sensitively navigating entrenched cultural and traditional attitudes and behavior. Targeted public policies and priority investments in women and girls are required to accelerate closing remaining gender gaps and achieving better gender equality outcomes. Opportunities for direct investment

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<sup>46</sup> ADB's revised corporate results framework includes gender mainstreaming targets of 45% of ADB and 55% of ADF operations, and measuring at completion the proportion of operations that delivered the intended gender equality results.

<sup>47</sup> In 2016, the operation plan results framework will be revisited.

**Figure 2: Framework for the Gender Equality and Women's Empowerment Operational Plan, 2013–2020**



ADB = Asian Development Bank, CPS = country partnership strategy, DMC = developing member country, GAP = gender action plan, PCR = project completion report, RSGS = Poverty Reduction, Gender, and Social Development Division.

in women and girls to narrow gender disparities will be explored in areas such as (i) girls secondary education and completion (ii) access to productive assets, labor saving technology, jobs, and income earning opportunities; (iii) school-to-work transition programs and skills training for employment, especially for young women; (iv) business development services for women entrepreneurs; (v) financial services and access to credit; (vi) policy and legal reforms to tackle issues of gender-based violence and anti-trafficking, and; (vii) giving women voice in decision-making in both formal and informal institutions. These complimentary and more targeted initiatives are more likely to deliver gender equality outcomes faster and to equip women to better capture and benefit from the opportunities provided through gender mainstreaming.

## 1. Gender Mainstreaming in Strategy 2020 Sectors

42. **Education.** The Education Operations Plan emphasizes inclusion, equity, and scaling up investments in technical and vocational education and training (TVET) and higher education. Past experience and lessons from ongoing efforts to close gender gaps, especially in secondary education, will be consolidated with increased emphasis on girls' secondary completion and gender-inclusive TVET and higher education programs.<sup>48</sup> Direct support will be provided to girls through stipends, scholarships, and dormitories to support their completion of secondary school and participation in TVET and higher education. Emphasis will be placed on skills training for employment and on school-to-work transition in TVET programs to support young women's entry into the labor market and improve their chances of acquiring better employment and higher future incomes.

43. **Energy.** The Energy for All pillar of ADB's Energy Policy includes support for rural electrification and off-grid options.<sup>49</sup> This has created a space for increased investments in improving cooking energy supply and clean cookstoves to improve women's health and avoid the time-consuming drudgery of collecting fuelwood and other traditional biomass fuels. Women need special assistance with start-up funds and training on how to launch energy-based enterprises, purchase and own powered assets such as biogas units and crop-processing machinery, and seize opportunities to participate in energy pricing and other policy decisions. These initiatives will be supported through Energy for All initiatives and gender-inclusive project designs.

44. **Transport.** The Sustainable Transport Initiative provides better opportunities for gender inclusion in transport through labor-intensive approaches to rural road construction and maintenance; pro-poor dimensions of transport, including improving rural bus services and nonmotorized transport; and addressing social risks such as HIV/AIDS and human trafficking.<sup>50</sup> Gender-inclusive transport projects will continue to include employment and/or skills-development opportunities for women, as well as safety and security measures to enhance women's mobility (e.g., street lights, safe pedestrian footpaths, and women-only carriages).

45. **Water.** The Water Operational Plan, 2011–2020 recognizes that new or improved water supply significantly lightens the burden on women and girls to collect and store water, and that new or improved sanitation and appropriate hygiene practices improve their health, access to education, and economic opportunities.<sup>51</sup> Support will continue for improving women's access to water supply and sanitation; participation in decision-making on technology choice, location,

<sup>48</sup> ADB. 2010. *Education by 2020. A Sector Operations Plan*. Manila.

<sup>49</sup> ADB. 2009. *Energy Policy*. Manila.

<sup>50</sup> ADB. 2010. *Sustainable Transport Initiative Operational Plan*. Manila.

<sup>51</sup> ADB. 2011. *Water Operational Plan, 2011–2020*. Manila.

operations and maintenance, and raising public awareness through community organizations and customer help desks regarding both drinking water and irrigation water; and employment throughout the sector.

46. **Other infrastructure.** The equity pillar of the Urban Operational Plan will support urban investments informed by the needs of urban poor, women, and vulnerable communities to enhance inclusiveness regarding shelter upgrading, urban environmental improvement, water supply and sanitation, livelihood and basic health, and education service delivery.<sup>52</sup> Urban development programs will be designed to (i) support women's active involvement in local and community governance structures, (ii) include physical design and other features to address women's safety and security in urban spaces, (iii) provide basic infrastructure to reduce their work burden, (iv) support their economic empowerment, and (iii) explore opportunities for joint-titling and asset accumulation for women.

47. **Finance.** Improved access to financial services alone is insufficient to help women build and sustain their livelihoods or enterprises. Opportunities will be explored to comprehensively address the multiple constraints on women's enterprise development through policy reform, financial products and services tailored to women clients' needs (e.g., group guarantees without collateral), and building women's entrepreneurship capacity and financial literacy through business development support and other training.

48. **Fragile and conflict affected situations, climate change, and crisis response.** ADB will expand initiatives geared toward scaling up gender-related investments in fragile situations; address gender in post-conflict reconstruction and emerging food security and climate change issues. Closer attention will be given to integrating gender in crisis response to cushion the impacts of economic shocks, natural disasters and food and fuel price hikes, and support for targeted social protection programs. ADB support will be directed towards (i) building preparedness for shocks or crises such as extreme climate events, natural disasters, food insecurity, and economic shocks, (ii) building women's resilience to reduce their vulnerability, and (iii) targeted social protection programs for poor and vulnerable women.

49. **Other sectors.** In agriculture, support will be provided to improve women's access to productive assets, extension services, technology, training, and information, as well as improved representation in decision-making bodies, to enhance their productivity and incomes. Better health outcomes for mothers and children will be pursued along with gender-differentiated responses to addressing vulnerability to HIV/AIDS and other communicable diseases. In public sector management, opportunities will be proactively explored for introducing strategies, policies, and laws that support gender equality as well as gender-responsive budgeting and expenditure monitoring and women's participation in local governance.

50. **Nonsovereign operations.** ADB will explore gender mainstreaming opportunities in nonsovereign operations, particularly investments in financial intermediaries such as financiers of micro, small, and medium-sized enterprises, and pro-poor infrastructure investments such as in upgrading urban slums. Opportunities to build clients' gender mainstreaming capacity will be proactively sought.

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<sup>52</sup> ADB. 2012. *Asian Development Bank's Urban Operational Plan under Strategy 2020*. Manila.

## 2. Explore More Gender Equity Theme Operations

51. Increased efforts will be made to design more operations with a gender equity theme (GEN) with specific gender equality outcomes that more directly narrow gender gaps and tackle persistent gender inequality. GEN operations have greater potential for realizing the aspirations of Strategy 2020's gender equity as a driver of change. The Independent Evaluation Department's Special Evaluation Study on Gender, Phase I indicates that projects with outcome level gender targets or indicators are likely to have more significant gender equality results.<sup>53</sup> More GEN operations will require more effort to design projects that more directly target reducing gender disparities, especially in the education, social protection, water supply and sanitation, urban and rural development, and finance sectors. The design of more GEN operations will contribute to arresting the recent decline in GEN operations from 14% in 2009 to 6% in 2012. Possibilities exist for scaling up successful pilot initiatives (para. 52). GEN projects will be explored in the sectors and subsectors likely to provide direct gender equality benefits, such as rural electrification; rural and urban transport; rural and urban development; water supply and sanitation; education; health, micro, small, and medium-sized enterprise development; financial services; social protection; and targeted social assistance.

## 3. Piloting and Scaling-Up Initiatives on Gender Equality

52. ADB will pilot new approaches that simultaneously and comprehensively address the multiple facets of gender inequality and scale-up or replicate initiatives delivering good gender equality results. Possible areas of pilot initiatives may include enterprise development support for women entrepreneurs; the introduction of technology that saves women time, such as biogas, clean cookstoves, and water filters, and thus releases them for economic pursuits; mobile phones and other information and communication technology that facilitate women's access to vital information; targeted social protection services to cushion the impact of crises and support women's lifecycle needs; school-to-work transition for young women; making cities safer to allow women safe and secure physical mobility and access to employment; and legal literacy and empowerment for women. Also to be explored is scaling up projects with demonstrable gender equality results such as the Gender Equality and Empowerment of Women Project<sup>54</sup> and the Skills for Employment Project<sup>55</sup> in Nepal, the Urban Governance and Infrastructure Improvement (Sector) Project<sup>56</sup> in Bangladesh and the Pakistan Economic Transformation Program that supports the Benazir Income Support program.<sup>57</sup>

## 4. Basic Infrastructure to Reduce Women's Time Poverty

53. Rural electrification, district and rural roads, and water supply and sanitation are among the basic infrastructure essential for reducing women's time poverty, enhancing their income-earning and economic opportunities and improving their well-being. While ADB's core infrastructure sector operations are likely to fill physical infrastructure gaps, the challenge is to make infrastructure work better for women and girls. Opportunities will be explored to introduce labor- and time-saving technologies such as clean cookstoves; electricity for cooking, crop and

<sup>53</sup> ADB Independent Evaluation Department. 2009. *The Asian Development Bank's Support to Gender and Development—Phase 1: Relevance, Responsiveness, and Results to Date*. Manila, p.30.

<sup>54</sup> ADB. 2004. *Report and Recommendations of the President. Nepal Gender Equality and Empowerment of Women Project*. Manila.

<sup>55</sup> ADB. 2004. *Report and Recommendations of the President. Nepal Skills for Employment Project*. Manila.

<sup>56</sup> ADB. 2002. *Report and Recommendations of the President. Bangladesh. Urban Governance and Infrastructure Improvement (Sector) Project*. Manila.

<sup>57</sup> Footnote 39, pg 10.

food processing, and other income-earning uses; and designing rural and urban transport infrastructure and services to shorten women's travel time and lighten loading burden while enhancing their mobility, safety and economic empowerment.

## **B. Operational Approaches**

### **1. Quality at Entry**

54. **Country partnership strategies.** Improving the quality of country gender strategies and ensuring the meaningful integration of gender equality issues in CPSs will be a priority. Greater efforts will be directed toward ensuring that country gender assessments inform the development of CPSs and that gender concerns are integrated in sector diagnostics and road maps. Gender equality indicators will be explicitly included in CPSs and sector results frameworks, especially in those sectors with greatest potential for improved gender equality results. CPSs should be broadened to include gender-related policy dialogue and legal reform, as well as knowledge and capacity development priorities.

55. Efforts will be made, particularly through TA projects and policy dialogue, to improve the integration of gender issues in regional CPSs, especially with regard to issues affecting regional cooperation and economic integration, such as trade, labor migration, HIV and other communicable infections, and human trafficking.

56. **Quality of project gender action plans.** To ensure improved gender equality outcomes, greater emphasis will be placed on improving the quality of project GAPs. Upstream gender diagnostics will be strengthened to collect sex-disaggregated baseline data, include more realistic targets and quotas, improve performance indicators, align the GAP more closely with project outputs with more comprehensive coverage, and refine outcome and output indicators. Having baseline data will improve the integration of gender targets and indicators.

### **2. Improving Implementation and Monitoring**

57. **Project monitoring and reporting.** Delivering better gender equality results will require closer attention to implementation, monitoring, tracking, and reporting. The substantial increase in the number of gender mainstreaming projects since 2008 has expanded the gender portfolio that needs closer monitoring, demanding a shift in focus from design at entry to implementation, monitoring, and reporting results. This will be done through (i) enhanced monitoring and reporting on GAP implementation progress during review missions;<sup>58</sup> (ii) improved GAP implementation reporting in PCRs to better capture gender equality results; (iii) continued selective GAP implementation reviews by the RSDD; (iv) an improved GEN and EGM project database with data on GAP implementation progress; and (v) enhanced resident mission capacity to monitor, track, and document gender equality results.

58. **Developing member country capacity.** Better gender equality results and outcomes depend on building gender capacity of DMC counterparts. The flagship lateral learning and on-the-job training of sector and line ministries and gender focal agencies will be expanded and strengthened with a revised focus on implementation, monitoring, and reporting gender equality results. DMC capacity to collect sex-disaggregated data through regular surveys will be

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<sup>58</sup> Including midterm review reports, back-to-office reports, memoranda of understanding, and the country portfolio review mission reporting template.

enhanced, particularly in currently deficient areas, such as time use, asset ownership, and consumption patterns. Policy dialogue on gender will be expanded and strengthened.

### **3. Capturing Gender Equality Results of ADB Operations at Country Level**

59. **Crosscutting gender equality results.** Efforts will be made to collect and consolidate gender equality results across sectors at country level. These consolidated output results and, where possible, outcome results will be grouped into three areas: human development, economic empowerment, and participation in decision-making. Many gender mainstreaming projects across all sectors provide women and girls with skills training, capacity development, employment and income opportunities, finance and business development services, and opportunities to participate in local governance structures and community decision-making bodies such as water-user groups and school management committees. Currently, these gender results are collected and reported separately for individual projects. To better assess ADB's contribution to empowering women and closing gender gaps, ADB will start collecting and consolidating gender equality results across sectors at country level.

### **4. Knowledge Solutions**

60. The capacity to innovate and generate cutting-edge knowledge to drive operations will be strengthened. Enhanced efforts will be directed to conducting studies and developing knowledge products that support operations such as: random control gender impact assessment at project and sector levels; developing better gender indicators, women's time use surveys; cross-regional good practices, and guidelines and toolkits. Research on current and emerging issues will be pursued in areas such as the impact of global rebalancing on women in Asia, gender-based violence, women's voice in decision-making, gender and climate change, and gender and migration. Topics will be selected based on client needs and ADB's comparative advantage. The Gender Equity Community of Practice will play an enhanced role in prioritizing topics for research and knowledge products and assuring the quality of final products. The External Forum on Gender and Development will be proactively engaged for knowledge exchange and solutions. The generated knowledge and innovation will be disseminated to DMCs and partners through active media and communication initiatives.

### **5. Partnerships**

61. Institutional partnerships on gender equality will be maintained and strengthened with multilateral development banks, the Organization for Economic Co-Operation and Development and its Development Assistance Committee Network on Gender Equality, United Nations agencies, and bilateral partners. ADB will continue to support the global initiative Evidence and Data for Gender Equality toward the collection and analysis of gender statistics. It will continue to play an important role in monitoring gender equality trends in the global development agenda after the MDG deadline. At country level, women's focal agencies, civil society organizations, and academe will be engaged more systematically. Partnerships with regional research institutes and specialized agencies will be explored to build a regional knowledge network on gender equality and women's empowerment. ADB will explore possible initiatives in partnership with private foundations and other private sector partners in various sectors, including enterprise development for women based on renewable energy.



## C. Organizational Requirements

62. **Strategic directions and business processes.** ADB will ensure visibility of its gender equality operations in key strategic documents. Business process guidelines including the operations manual and project administration instructions, revised templates for PCRs and other reports, and the eOperations electronic project data tracking system will standardize the tracking and reporting of CPS and project gender equality results. The Operations Review Meetings will include, as a standard, reporting on GAP implementation, with one meeting annually that focuses on GAP progress and gender equality results.

63. **Staff capacity.** With increased emphasis on measuring, monitoring, and reporting gender equality results, at least three existing national resident mission GAD specialist consultant positions should be converted to national gender staff positions. In addition, given the significant increase in the gender mainstreaming portfolio to nearly half of all operations over the past five years, at least two additional international GAD staff will be required over the next 3–5 years. Staff training on gender mainstreaming will be continued and expanded through sector-specific training modules and CPS briefings both online and as classroom modules. Headquarters and resident mission staff training will be conducted (particularly project administration officers) on GAP implementation, collection of sex-disaggregated data, and monitoring and reporting of gender equality results. To ensure the high capacity of resident mission GAD specialists, annual training and consultation workshops for gender specialists ADB-wide will be continued to promote peer-to-peer learning and technical capacity development. The Gender Equity Community of Practice will continue to provide strategic direction, ensure the quality of knowledge products and services, and build staff capacity on gender mainstreaming.

64. **Resources.** The preparation and implementation of project GAPs and country gender analyses will continue to be financed through ADB core funding, using project preparatory TA, staff consultants, loans, and ADF grants. However, pilot innovation activities to leverage impacts and develop knowledge solutions will require additional resources. Further, regional departments in collaboration with the Office of Cofinancing are expected to secure resources for gender TA and Japan Fund for Poverty Reduction (JFPR) projects for a combined minimum of \$2 million per year, to maintain the current level of TA and JFPR operations.<sup>59</sup> Opportunities to tap other thematic funds available in ADB and attached to water, climate change adaptation, urban development governance, poverty reduction, and regional economic integration will be proactively explored to maximize gender mainstreaming in these sectors and themes.

### III. IMPLEMENTATION, MONITORING, AND REPORTING

65. **Implementation.** The Gender Equality and Women's Empowerment Operational Plan extends from 2013 to 2020. The first results framework of this operational plan is for 2013–2016, to coincide with ADB's corporate results framework. Responsibility for implementing the operational plan rests primarily with regional departments and the RSDD, as well as with other support departments where relevant. The RSDD will continue as the central coordinator and ensure policy coherence, oversight, and reporting, monitor ADB-wide implementation, provide guidance and support to operations, and lead and assume responsibility for gender capacity development and the development of knowledge products and services. Regional departments will be primarily responsible for operations, preparing country gender assessments, integrating

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<sup>59</sup> This calculation is based on the average annual approval of core gender TA and JFPR projects in 2008–2012.

gender into CPS and sector roadmaps, lending, and TA operations, including loan implementation and monitoring. Oversight and strategic guidance will be provided by the Gender Equity Community of Practice.

66. **Monitoring and reporting.** With inputs from regional and other departments, the RSDD will prepare biennial progress reports for submission to ADB Management, using the template drawing on the operational plan results framework. Data on annual project performance will be collected and used as inputs to the annual development effectiveness review. A database linked to eOperations will be developed and managed by the RSDD. By the end of 2016, the operational plan results framework will be reviewed and adjusted as needed.

**Appendix 1: Results Framework for 2013–2016 under the Gender Equality and Women’s Empowerment Operational Plan, 2013–2020<sup>a</sup>**

<b>Indicators</b>	<b>Baseline</b> (year or period)	<b>Target</b> (year or period)
<b>Level 1: Gender Equality and Women’s Empowerment Progress in Asia and the Pacific</b>		
Ratio of girls to boys in education*	Secondary: 0.97 Tertiary: 0.90 (2009)	1.00 1.00 (2015)
Gross lower secondary education graduation rate (% females and males)*	Total: 81.1 Female: 82.6 Male: 79.8 (2009)	...
Maternal mortality ratio (number per 100,000 live births)*	195.7 (2009)	100.7 (2015)
Under-5 child mortality (number per 1,000 live births, females and males) *	Total: 48.7 Female: 24.2 Male: 24.5 (2010)	Total: 29.5 Female: 14.7 Male: 14.8 (2015)
Wage and salaried workers in total employment (% females and males)*	Total: 25.5 Female: 7.8 Male: 17.7 (2009)	...
<b>Level 2: ADB’s Contribution to Gender Equality Results</b>		
<b>Quality at Completion</b> (Sources: PCRs and technical assistance completion reports)		
Completed sovereign operations delivering intended gender equality results (%)*	ADB: 54 (2010–2012) ADF: 53 (2010–2012)	70 by 2016 (ADB and ADF)
Completed TAs and JFPRs with GEN delivering intended gender equality results (%)	TA: 89 (2010–2012) <sup>b</sup>	Annual trend monitored (2013–2016)
<b>Sector-Level Gender Equality Results</b> (Source: PCRs)		
<u>Education</u>		
Students benefitting from new or improved educational facilities (number, females and males )*	232,000 Female: 114,000 Male: 118,000 (2011)	85% annual target for total students**
Students educated and trained under improved quality assurance systems (number, females and males )*	849,000 Female: 422,000 Male: 427,000 (2011)	85% annual target for total students**
Teachers trained with quality or competency standards (number, females and males)*	168,000 Female: 51,000 Male: 117,000 (2011)	85% annual target for total students**

<u>Inclusive infrastructure to reduce women's time poverty<sup>c</sup></u>		
New households connected to electricity connection (number)*	413,000	85% annual target
Urban rail- and bus-based mass transit systems built or upgraded (kilometers)*	...	85% annual target
Households with new or improved water supply (number)*	7,315,000	85% annual target
Households with new or improved sanitation (number)*	3,614,000	85% annual target
Completed projects with successful operation of gender-inclusive physical infrastructure designs (%)	...	70%
<u>Finance</u>		
Microfinance loan accounts opened or end borrowers reached (number, females and males)*	1,125,000 Female: 754,000 Male: 372,000	85% annual target
Completed projects reporting on female/male ratio of micro, small, and medium-sized enterprises loan accounts opened or end borrowers reached (%)	53% (2010–2012)	70% of eligible operations
<b>Crosscutting Gender Equality Results at Country Level</b> (Source: GAP implementation monitoring)		
<u>Human capital development</u>		
Students (females and males) receiving support to pursue non-traditional gender trades <sup>d</sup>	...	Annual trend monitored (2013–2016)
Women and girls receiving skills training (number)	...	Annual trend monitored (2013–2016)
<u>Economic empowerment of women</u>		
Number of jobs for women directly generated or assisted through projects or female employment quota achieved (%)	...	Annual trend monitored (2013–2016)
Number of women who started income generation/livelihood activities under projects	...	Annual trend monitored (2013–2016)
<u>Women's voice and decision-making</u>		
Number and/or percentage of women's representation in local governance and community-level committees and groups	...	Annual trend monitored (2013–2016)
<u>Reducing women's vulnerabilities against shocks and risks</u>		
Number of women receiving support to build resilience against shocks and risks (including extreme climate events, disasters, food insecurity, and economic crisis)	...	Annual trend monitored (2013–2016)

<b>Level 3: Operational Management</b>		
<b>Strategy 2020 Drivers of Change (Gender Equity)</b>		
Sovereign operations supporting gender mainstreaming (number of projects, %)*	ADB: 49% (2010–2012)	ADB 45%; ADF 55% (3-year average by 2016)
Financing for gender mainstreaming (%)*	ADF: 59% (2010–2012)	Annual trend monitored (2013–2016)
<b>Operations at entry</b>		
Proportion of sovereign operations approved with gender mainstreaming (GEN or EGM) in each sector and region (number of projects, % of total approved operations in the same year)	<p>By core sector (2010–2012): Infrastructure: energy 24%, transport 40%, water 88%, others 68% Finance 37% Education 94%</p> <p>By other sectors: Agriculture 69%, health 77%, industry 33%, public sector 31%</p> <p>By region (2010–2012): Central and West Asia 35%, East Asia 62%, Pacific 56%, South Asia 48%, Southeast Asia 53%</p>	Annual trend monitored (2013–2016)
Sovereign operations approved with GEN (%)	7% for ADB (2010–2012) <sup>e</sup>	Annual trend monitored (2013–2016)
Sovereign operations with gender mainstreaming having collected baseline for gender targets (%)	38% (2010–2012) <sup>f</sup>	Increase (2013–2016)
Nonsovereign operations supporting gender mainstreaming (number)	2 (2010–2012)	Increase (2013–2016)
<b>Quality at entry of CPS</b>		
Number (%) of CPSs with (i) adequate gender strategy discussion in the main text, (ii) gender diagnostics in sector assessments, and (iii) gender indicators in sector roadmaps and results frameworks*	53% (2010–2012) <sup>g</sup>	70% <sup>i</sup> by 2016
Number (%) of regional cooperation strategies and regional country operations business plans with gender-related pipeline	63% (2010–2012) <sup>h</sup>	Annual trend monitored (2013–2016)
<b>Implementation Quality</b>		
Country portfolio review missions reporting on gender action plan implementation status <sup>i</sup>	21% (2010–2012)	Increase (2013–2016)
Operations with gender mainstreaming reporting on gender action plan implementation status at midterm review <sup>k</sup>	53% (2010–2012)	80% by 2016

<b>Other Operational Approaches</b>		
<u>Piloting and scaling-up initiatives</u>		
At least 2 pilot initiatives prepared and implemented	...	Annual progress monitored (2013–2016)
<u>DMC policy and legal reforms</u>		
Number of ADB initiatives approved for gender-related policy and legal reforms	8 (2008–2012)	Annual trend monitored (2013–2016)
<u>DMC gender capacity</u>		
Number of advisory and capacity development TA and JFPR projects with gender equity theme approved	17 TA or JFPR projects with GEN per year (2010–2012)	Annual trend monitored (2013–2016)
Number of South–South lateral learning events conducted with positive DMC feedback	2 bilateral and 5 subregional (2008–2012)	Annual trend monitored (2013–2016)
Number of line ministry and GAD focal agency training on gender provided (with person-days of training by females and males)	...	Annual trend monitored (2013–2016)
<u>Knowledge</u>		
Number of knowledge products published in accordance with community of practice standard	46 (2008–2012)	Annual trend monitored (2013–2016)
Number of external web access	20,857 page views (annual, 2011–2012)	Annual trend monitored (2013–2016)
<u>Partnerships</u>		
Number of joint initiatives conducted with development partners	...	Annual trend monitored (2013–2016)
EFG providing positive feedback on ADB performance	...	Annual trend monitored (2013–2016)
Number of outreach workshops for women nongovernment and civil society organizations conducted (with person-days of outreach by females and males)	...	Annual trend monitored (2013–2016)
<b>Level 4: Organizational Management</b>		
<b>Human Resources</b>		
<ul style="list-style-type: none"> <li>• Strategic leadership of Gender Equity Community of Practice continued</li> <li>• Staff training programs on GAD conducted per year and online training module used (number of participants and users, with person-days of training by females and males)</li> <li>• At least two additional international staff GAD positions recruited and three resident mission GAD consultant positions regularized into national staff positions</li> </ul>		
<b>Budgetary Resources</b>		
<ul style="list-style-type: none"> <li>• Additional \$2 million for TA and JFPR projects for gender equality obtained annually</li> </ul>		
<b>Business Processes and Practices</b>		
<ul style="list-style-type: none"> <li>• Business processes guidelines (operations manual and project administration instructions), project performance reporting templates (including the PCR template), eOperations, and operations review meetings adjusted for standardized gender results reporting,</li> <li>• Quality assurance practices for gender mainstreaming at management and staff review meetings continued</li> <li>• Gender Equity Community of Practice peer review functions for GEN operations, TA and JFPR projects, and knowledge products continued</li> </ul>		

... not available, ADB = Asian Development Bank, ADF = Asian Development Fund, CPS = country partnership strategy, DMC = developing member country, EFG = external forum on gender and development, EGM = effective

gender mainstreaming, GAD = gender and development, GEN = gender equity as theme, JFPR = Japan Fund for Poverty Reduction, PCR = project completion report, TA = technical assistance.

Legend: \* Included in ADB's revised Corporate Results Framework, 2013–2016

\*\* The percentage is the aggregated progress toward targets originally set by projects whose completion reports are approved in the year in question. See the revised ADB results framework.

<sup>a</sup> This results framework has been prepared in accordance with the Draft Staff Instructions on Processing and Monitoring Sector and Thematic Operational Plans, as of 13 July 2012.

<sup>b</sup> 16 of 18 GEN TA projects were rated *highly successful* or *successful*.

<sup>c</sup> The first four indicators are captured by households as a proxy to women's access to improved basic infrastructure.

<sup>d</sup> "Traditional female trades" could include, e.g. tailoring and hospitality; while "traditional male trade" include e.g., automotive and mechanical repair, carpentry, furniture making, carpentry and construction, electrical and electronic work, and plumbing and metalwork.

<sup>e</sup> 22 of 303 projects are categorized as GEN.

<sup>f</sup> 57 of 150 GEN or EGM projects have baseline data collected for gender targets.

<sup>g</sup> 9 of 17 CPSs have all three

<sup>h</sup> 5 of 8 country operations business plans have GEN or EGM projects in pipeline: Country Operations Business Plan: GMS 2010–2012, 2012–2014, 2013–2014 and Country Operations Business Plan: South Asia 2012–2014, 2013–2015.

<sup>i</sup> The new Corporate Results Framework includes this as part of the standard explanatory data but sets no target.

<sup>j</sup> 12 of 57 country portfolio review mission reports reviewed (out of a total of 68) have the gender action plan reported in back-to-office reports and/or memoranda of understanding.

<sup>k</sup> 23 out of 43 midterm review mission reports have GAP implementation included in back-to-office reports and/or memoranda of understanding.

Source: Asian Development Bank database

## Appendix 2: Summary of Accomplishment of the Implementation Matrix of the Gender and Development Plan of Action. 2008–2012

Output	Activity	Performance Indicators	Progress: 2008–2012
<b>Outcome Area 1. Country Partnership Strategies and Lending Operations</b> <b>Outcome: Gender mainstreaming in CPS and lending operations enhanced</b>			
<b>Output 1: Proportion of sovereign projects with gender mainstreaming increased</b>  Target: ADB: 40% by 2012 ADF: 50% by 2012  Achievement (2009–2011): ADB: 41% ADF: 53%	1.1 Regional departments assign gender mainstreaming project category at the concept paper stage (2010).	All sovereign concept papers state gender mainstreaming category.	<b>Achieved.</b> All project concept papers indicate proposed gender category. The project concept paper template was revised in 2010 to include gender categories in the basic project information section.
	1.2 Improve the quality of project gender analysis for GEN and EGM projects.	Key baseline data are collected to set meaningful targets.  Summary poverty reduction and social strategy gender analysis highlighting relevant issues that guide actions	<b>Improved but more efforts needed.</b> In 2008–2012, only 34% of projects approved with gender mainstreaming (68 of 201) included baseline data <sup>a</sup> in design and monitoring framework and GAP gender targets.  Baseline (2006–2007): 23% (9 of 39)  In 2008–2012, 74% of summary poverty reduction and social strategies (149 of 201) contained project-specific gender analysis <sup>b</sup> that informed project design.  Baseline (2006–2007): 46% (18 of 39)
	1.3 Improve the quality of GAPs for GEN and EGM projects.	GAP gender-inclusive design features are linked to core project benefits.  GAPs have clear gender targets.	<b>Partly achieved.</b> In 2008–2012, 87% of projects with gender mainstreaming (174 of 201) have GAP outputs directly linked to core project benefits. <sup>c</sup>  Baseline (2006–2007): 52% (33 of 39)  <b>Improved but more efforts needed.</b> From 2008 to 2012, 64% of GAPs (129 of 201) included clear gender targets in the gender action plan. <sup>d</sup>  Baseline (2006–2007): 10% (4 of 39)  GAP quality requires more attention.
	1.4 Include sex-disaggregated and gender-related targets and indicators in design and monitoring frameworks.	More than 50% of outputs include gender targets (2010).  Meaningful gender targets with baselines are included.	<b>Achieved.</b> 100% in 2010–2012 after the adoption of the updated guidelines. However, in 2008–2012, only 54% of design and monitoring frameworks (109 of 201) had gender targets for at least half of outputs.  Baseline (2006–2007): 8% (3 of 39)  See 1.2



Output	Activity	Performance Indicators	Progress: 2008–2012
<b>Output 2: Sector and geographic diversity of GAD mainstreaming in ADB operations maintained</b>	2.1 Balance the distribution of projects with GEN and EGM across sectors, regions, and funding sources.	Diversity of loans with GEN or EGM is maintained across sectors and regions, and between projects funded by the ADF or with OCR.	<p><b>Sector diversity improved.</b> In 2012, the percentage of gender mainstreaming projects among all projects approved in the following sectors: education 88% (43% in 2007), energy 19% (0% in 2007), finance 43% (0% in 2007), other infrastructure 100% (55% in 2007), transportation 50% (5% in 2007), water 91% (43% in 2007), agriculture 80% (67% in 2007), health 71% (100% in 2007), industry 40% (0% in 2007), and public sector management 33% (0% in 2007).</p> <p><b>Regional diversity improved.</b> In 2008–2012, the percentage of gender mainstreaming projects among all projects approved in the following subregions: Central and West Asia 32% (23% in 2006–2007), East Asia 47% (14% in 2006–2007), the Pacific 38% (14% in 2006–2007), South Asia 42% (26% in 2006–2007), and Southeast Asia 48% (43% in 2006–2007).</p> <p><b>Fund source diversified.</b> In 2008–2012, OCR funding increased to 36%, with the ADF funding the remaining 64%.</p> <p>Baseline by source of funds, 2007: OCR 25%, ADF 75%</p>
	2.2 Promote gender mainstreaming in MFF, subsovereign lending, and other new financing mechanisms.	35% of loans with GEN or EGM are in these modalities.	<p><b>Partly achieved.</b> 16% of projects with gender mainstreaming (32 of 201) are in MFF modality in 2008–2012.</p> <p>Baseline: 6% (1 of 18 projects in 2007)</p>
	2.3 Explore ways to address gender concerns in nonsovereign operations (2010).	Toolkit is developed by Q3 2011 through consultation. The PSOD and regional departments to apply toolkit in 2011–2012.	<p><b>Partly achieved.</b> The draft of the gender toolkit for the private sector was prepared but is being revised. In 2012, all PSOD projects were assigned with a gender category, and two projects were categorized EGM.</p>
<b>Output 3: Monitoring of and reporting on project GAP implementation and achievements towards gender targets improved</b>	3.1 Standardize reporting on GAP implementation and progress on meeting gender targets in eOperations (2010).	Revisions to project administration instruction will incorporate wording on GAP monitoring by mid- 2011. Ways to ensure GAP monitoring and reporting are identified and integrated into eOperations.	<p><b>Not achieved.</b> Improvements in eOperations continue and are pending action on the PCR template by the Central Operations Services Office.</p>

Output	Activity	Performance Indicators	Progress: 2008–2012
	3.2 Establish monitoring mechanisms in regional departments for GAP implementation (2010).	All PCRs of GEN and EGM projects reflect gender aspects. Regional departments are to monitor the GAP implementation of active GEN and EGM projects.	<b>Partly achieved.</b> Only 54% of GEN and EGM PCRs in 2008-2012 (58 of 108) report on successful GAP implementation. Only 51% of midterm review back-to-office reports of GEN and EGM projects in 2009–2012 (27 of 53) included satisfactory coverage of GAP implementation progress. Each regional department took initiatives to develop a GAP implementation monitoring matrix for each country.
	3.3 Monitor and report on the implementation and completion of GEN TA and JFPR grant projects (2010).	Analysis is included in the annual plan of action report.	<b>Achieved.</b> In 2008–2012, 44 new country TA projects, 21 new regional TA projects, and 34 new JFPR projects directly supporting gender equality and women’s empowerment were approved. During the same period, 29 country TA projects, 14 regional TA projects, and 12 JFPR projects were completed. All of them were included in the annual plan of action progress report.  Monitoring was only project by project.
	3.4 Develop a database of GEN and EGM projects under implementation and systematically record progress (2010),	The database is to be developed by Q2 2011	<b>Partly achieved.</b> The database was developed to record ongoing projects with gender mainstreaming and their status, but with no systematic linkage with regional department data.
<b>Output 4: CPSs containing clear and sector-focused gender strategies that are reflected as gender targets in results frameworks and sector roadmaps</b>	4.1 Prepare and update CGAs.*	More than 2–3 new baseline CGAs are done in 2011–2012.	<b>Achieved.</b> In total, 11 CGAs (including country sector diagnostics and a regional gender brief) were completed (including unpublished ones) in 2008–2012: 2008: Cambodia and the Philippines 2009: Mongolia, Pakistan, Sri Lanka, and the Pacific regional gender brief covering 14 Pacific DMCs 2010: Bangladesh and Nepal 2011: N/A 2012: India, Lao PDR, and Papua New Guinea
	4.2 CGA findings inform country gender strategies, sector roadmaps, and CPS results frameworks (2010).	CPSs are to include a clear gender strategy and gender targets in key sector roadmaps and results frameworks.	<b>Partly achieved.</b> Of the 28 CPSs approved in 2008–2012, only 21 included a gender strategy, 15 had gender indicators in the sector diagnostics and/or results framework, and 11 had gender indicators in the results framework. Only 10 of 28 CPSs had all three.  Baseline 2006–2007: 5 of 10 CPSs had a country gender strategy, 2 of the 5 in the core appendixes.  There were two regional CPSs in 2008–2012: GMS and South Asia. While the GMS document referred to a gender pipeline, there was no reference to gender issues in South Asia regional country partnership strategies.

Output	Activity	Performance Indicators	Progress: 2008–2012
<b>Outcome Area 2: Policy Dialogues and Support to DMCs</b> <b>Outcome: GAD-related policy, legal, and sector reforms and DMC capacity improved</b>			
<b>Output 5:</b> <b>Expansion of effective policy dialogue on gender issues, especially with key sector ministries</b>	5.1 Pursue opportunities to integrate gender-responsive policy and law reforms during the preparation of CPSs and policy-based loans.	Each regional department captures ongoing and upcoming policy, legal, and sector reforms on GAD.	<b>Achieved.</b> In 2008–2012, a number of policy and institutional reforms took place with the direct assistance of ADB. Examples are (i) the enactment in 2009 of the Pourashava Ordinance in Bangladesh, which sets a target of 40% of women in 10-member ward committees; (ii) the development in 2009 of a gender policy for the local transportation system and its integration into the Ministry of Local Development's rural transport infrastructure framework in Nepal; (iii) cabinet approval in 2009 of the Domestic Violence Bill in Nepal; (iv) the implementation in 2009–2010 of provincial gender reform action programs involving gender-responsive policy and institutional reforms in Pakistan; (v) the passage in 2010 of the Law on Gender Equality in Mongolia; (vi) the development in 2010 of a gender mainstreaming policy for the Ministry of Education, Youth, and Sports in Cambodia; (vii) the operation of the Local Consultative Subgroup on Women's Advancement and Gender Equality and the mainstreaming of gender in the Sixth Five-Year Plan in Bangladesh in 2010; and (viii) the development of the Gender Equality Law in the Maldives.
	5.2 Strengthen in-country partnerships and collaboration with multilateral, bilateral, and civil society organizations (2010).	Meetings are to be organized with NGOs, funders, and other partners in resident missions. Number of partnership initiatives	<b>Achieved.</b> In 2008–2012, ADB actively engaged with development partners to produce joint CGAs, form consultative groups of funders, and pursue other in-country initiatives and partnerships. Examples are joint project review missions in Indonesia and Nepal; CGAs in Cambodia, the Lao PDR, Mongolia, Nepal, Papua New Guinea, the Philippines, and the Kyrgyz Republic; development partners working groups on gender in Bangladesh, Cambodia, Indonesia, the Lao PDR, Mongolia, Nepal, Papua New Guinea, the Philippines, the People's Republic of China, Tajikistan, and Uzbekistan; development partner joint advocacy initiatives in Afghanistan on women's political participation, in Mongolia on a gender equality law, in Central and West and the Caucuses on national consultation validation workshops on developing capacity to collect gender statistics; the Pacific Private Sector Development Initiative to improve the business environment for women;

Output	Activity	Performance Indicators	Progress: 2008–2012
			<p>in Nepal the revision of the Irrigation Policy to include a provision for gender equality and social inclusion; partnerships with NGOs through small grant activities such as supporting women's entrepreneurs networks in Cambodia, Mongolia, and Uzbekistan; women commune council members networking in Cambodia and gender-aware activities against trafficking and to prevent HIV/AIDS in Cambodia.</p> <p>No quantitative data was collected.</p>
<p><b>Output 6: Strengthened DMC capacity to fulfill gender equality and women's empowerment commitments as specified by the Committee on the Elimination of Discrimination against Women and in the MDGs and DMC national strategies</b></p>	<p>6.1 Engage GAD national machinery, sector ministries, and subnational government bodies to develop their capacity.</p>	<p>GAD capacity development initiatives are increased. Gender focal agencies are involved in at least one sector-specific capacity development initiative per year in countries with a gender specialist in the resident mission.</p>	<p><b>Achieved.</b> In 2008–2012, GAD capacity was developed through 71 in-country training events for project executing and implementing agencies, NGOs, and national GAD focal agencies as part of loan implementation.</p>
	<p>6.2 Pursue lateral learning, peer exchange, and other country and regional initiatives.</p>	<p>At least one regional or subregional learning event is held per year.</p>	<p><b>Achieved.</b> 3 regional lateral learning events, 5 subregional lateral learning events, and 2 bilateral exchanges were conducted in 2008–2012.</p>
	<p>6.3 Monitor the results of DMC capacity development (2010).</p>	<p>Executing and implementing agency capacity to implement project GAPs are to be monitored by the resident mission and regional director gender specialists.</p>	<p><b>Not achieved.</b> No evidence exists of systematic tracer surveys of the effectiveness of capacity development initiatives.</p>

Output	Activity	Performance Indicators	Progress: 2008–2012
<b>Outcome Area 3: Organizational Effectiveness</b> <b>Outcome: ADB's capacity and commitment to contribute to regional gender equality and women's empowerment enhanced</b>			
<b>Output 7: ADB Management's commitment to gender equality and women's empowerment sustained</b>	7.1 Continue to include references to gender equality and women's empowerment in key public statements and strategic documents in 2011–2012.	Refer to gender in public speeches. Develop work plan and budget frameworks and plan directions. Implement an OCR incentive mechanism for good performers in regional departments.	<b>Achieved.</b> Gender equity as one of the five drivers of change cited in Strategy 2020, and included in the Development Effectiveness Review, work plan and budget framework, and Results Delivery Scheme. OCR incentive mechanisms are implemented.
<b>Output 8: Staffing, staff capacity, and GAD team work strengthened</b>	8.1 Continue to increase the number of dedicated gender specialists in headquarters and resident missions.	By the end of 2012, add 2 more international staff and 3 more national officers.	<b>Achieved.</b> As of 2012, there are 10 international staff gender specialists and 2 national specialists in headquarters and 8 in resident missions.  As of the end of 2010, there were 8 international gender specialists at headquarters** and 14 gender specialists in resident missions, including 4 national staff.  Baseline: In 2008, there were 4 international staff at headquarters and 2 national staff in resident missions.
	8.2 Enhance staff collaboration within regional departments (across divisional focal points and between headquarters and resident missions) and between the RSDD and regional departments.	Meetings are to be organized in each regional department, initiated by the regional department gender specialist. The Gender Equity Community of Practice and the Poverty Reduction, Gender and Social Development Division are to organize quarterly meetings of all gender specialists.	<b>Partly achieved.</b> From 2008–2012, there were 2 retreats and 4 annual gender specialists' meetings organized to enhance staff collaboration across and within regional departments, and between the RSDD and regional departments. However, enhanced efforts are needed to achieve consistent communication and coordination.
	8.3 Carry out effective staff training on EGS category requirements and sector-specific entry points.	70 sector staff members are provided divisional briefings in 2011–2012. Generic GAD module is made mandatory for all staff. national officers training done in 10 resident missions in 2011–2012.	<b>Achieved.</b> In 2008–2012, 561 staff members were trained in 16 learning events comprising divisional briefings and seminar on GAD.  One training module or briefing covering more than 100 staff per year on average from 2008 to 2010.

Output	Activity	Performance Indicators	Progress: 2008–2012
	8.4 Gender specialists and focal points to continue upgrading their technical skills	At least 18 community of practice seminars are to be held each year. At least two high-caliber speaker forums are held each year. Number of staffers with access to specialized or sector-specific external training	<b>Achieved.</b> Two community of practice seminars were held per month and three eminent experts spoke at the forum in 2011–2012, and there were two external trainings on gender and sector-specific topics.  One community of practice seminar was held per month on average in 2008–2010.
	8.5 Updated templates, operations manuals, systems, and workflow monitored to be consistent with Operations Manual C2	Updated templates, operations manuals, systems (e.g., eOperations), and workflow are consistent with Operations Manual C2 requirements.	<b>Achieved.</b> Operations Manual C2 was updated in 2011 to incorporate streamlined business processes, followed by project template changes to require stating gender categories.
<b>Output 9: GAD Cooperation Fund and ADB's matching TA resources for GAD allocated and disbursed with results</b>	9.1 Obtain replenishment of funding.	Obtain at least an additional \$1 million for 2011–2012.	<b>Achieved.</b> An additional \$1 million was sourced from that TASF for the fund's umbrella Regional Technical Assistance for Promoting Gender Equality and Women's Empowerment.  \$1 million obtained from the TASF and \$0.8 million from the Australian Agency for International Development in 2010.
	9.2 Monitor and report on the results of projects financed by the GDCF and the TASF.	Analyze results in the annual plan of action report.	<b>Achieved.</b> GDCF annual reports were submitted on time in 2008–2012 with in-depth analysis of progress, achievements, and financial management.
<b>Output 10: Innovative, accessible, and high-quality knowledge products developed and disseminated through the Gender Equity Community of Practice</b>	10.1 Continue producing and disseminating high-quality knowledge products	In 2011-2012 5 CGAs* published, 5 sector gender checklists or toolkits, 3 reports on emerging issues, 2-page sector and thematic briefing notes, knowledge products out of ongoing TA and GDCF projects, and other knowledge products were created by regional departments and the Economics and Research Department (targets set in 2010).	<b>Partly achieved.</b> During 2011–2012, 3 CGAs and country gender sector profiles were set to be published, in India, the Lao PDR, and Papua New Guinea, and other documents published were 2 sector toolkits on gender, for energy and public sector management; 1 Guidance Note on Gender and Law: Temporary Special Measures; 8 knowledge products from TA projects, GDCF, and staff consultants on human trafficking, country case studies, labor markets, and road maintenance.  Baseline: On average in 2008–2010 the following were produced: 2 CGAs per year, 2 flagship publications per year, 2 sets of newsletters, and good practice case studies from 5 projects.

Output	Activity	Performance Indicators	Progress: 2008-2011
	10.2 Revamp the external website and update its contents.	Project case study writings are to be updated and improved. Updates are to be made more frequent. Regional departments are to make inputs more frequently.	<b>Achieved.</b> The website was revamped in 2011 and has been updated twice a month with new content.
<b>Output 11: GAD partnerships at the institutional level expanded</b>	11.1 Continue partnerships with MDBs, the United Nations, and other regional and global networks	MDB Working Group on Gender meets twice a year. OECD-DAC GenderNet meets once a year. The United Nations Regional Technical Working Group meets quarterly.	<b>Achieved.</b> In 2008–2012, ADB maintained partnerships through regional and global networks and forums on gender equality, e.g., the United Nations Commission on the Status of Women, OECD-DAC GenderNet, the MDB Working Group on Gender, and the United Nations Technical Working Group for Gender Equality and the Empowerment of Women. ADB attended other global and regional conferences, e.g., the Center for Asia Pacific Women in Politics and Governance global meeting on the gender and climate change in 2008, the High-level Intergovernmental Meeting in Beijing +15 in 2010, the UNESCO Futures Forum on Gender Equality in 2011, and the World Urban Forum in 2012. Altogether, ADB attended 21 regional and global conferences in 2008–2012.  Baseline: ADB represented at no fewer than five global and regional networking meetings a year
	11.2 Enhance outreach to disseminate ADB's commitment and good practices, particularly to development partners and civil society organizations (2010).	Seminars were organized at the European, North American, and Japanese representative offices. Gender articles were included in ADB newsletters targeting development partners.	<b>Achieved.</b> In 2011, ADB organized a seminar on ADB's gender operations in the European Representative Office. A similar seminar was conducted in the Japanese Representative Office in October 2012 and another is proposed in the North American Representative Office in early 2013. The European Representative Office newsletter highlighted the visit of the senior advisor (gender) in 2011.

ADB = Asian Development Bank, ADF = Asian Development Fund, CGA = country gender assessment, CPS = country partnership strategy, DMC = developing member country, EGM = effective gender mainstreaming, GAD = gender and development, GAP = gender action plan, GDCF = Gender and Development Cooperation Fund, GEN = gender equity theme, GMS = Greater Mekong Subregion, JFPR = Japan Fund for Poverty Reduction, Lao PDR = Lao People's Democratic Republic, MDG = Millennium Development Goal, MFF = multitranchise financing facility, N/A = not applicable, NGO = nongovernment organization, OCR = ordinary capital resources, OECD-DAC GenderNet = Development Assistance Committee Network on Gender Equality of the Organisation for Economic Co-operation and Development, PCR = project completion report, PSOD = Private Sector Operations Department, RSDD = Regional and Sustainable Development Department, TA = technical assistance, TASF = Technical Assistance Special Fund, UNESCO = United Nations Educational, Scientific, and Cultural Organization.

Note: Bold red font indicates added outputs or indicators from the end of 2010, after the extended matrix for 2011–2012 was prepared in the late 2010.

Legend: \* Includes country gender sector diagnostics.

\*\*Includes the Senior Advisor (gender), Office of the Vice President for Knowledge Management and Sustainable Development

<sup>a</sup> Includes projects for which baseline surveys were to be conducted during implementation.

<sup>b</sup> Includes sector-specific or project-area situational analysis and consultations.

<sup>c</sup> Excludes project GAPs containing only the following features: involvement of women in consultation or decision-making, equal employment opportunities provided to women, and capacity-building in executing agencies.

<sup>d</sup> Excludes targets solely on participation, consultation, or training of women.

Source: Asian Development Bank database.