

OPERATIONS MANUAL BANK POLICIES (BP)



OM Section C2/BP
Issued on 25 September 2006
Page 1 of 3

These policies were prepared for use by ADB staff and are not necessarily a complete treatment of the subject.

GENDER AND DEVELOPMENT IN ADB OPERATIONS

A. Introduction

1. ADB's policy on Gender and Development (GAD) (the GAD policy) replaces ADB's policy on the Role of Women in Development (WID), which was adopted in 1985. The GAD policy codifies ADB's shift from a WID to a GAD approach, which adopts gender mainstreaming as a key strategy for promoting gender equity. This requires gender to be treated as a cross-cutting theme influencing all social and economic processes. The GAD policy provides the policy framework for the new approach and practices; introduces new institutional mechanisms to address gender concerns in ADB's program of activities; and supports increased emphasis on gender issues in all ADB operations.

B. Definitions

2. The following terms are used in the GAD policy:

- (i) "Gender sensitivity" is to observe how ADB operations affect women and men differently, and to take into account their different needs and perspectives in planning these operations.
- (ii) "Gender analysis" refers to the systematic assessment of impact of a project on men and women and on their economic and social relationships.
- (iii) "Gender planning" refers to the formulation of specific strategies to bring about equal opportunities for women and men.
- (iv) "Gender mainstreaming" is to ensure that gender concerns and women's needs and perspectives are explicitly considered in all ADB operations, and that women participate in the decision-making process in development activities.

C. The Policy

3. The GAD policy adopts "mainstreaming" as a key strategy for promoting gender equity. It requires explicit integration of gender considerations in all aspects of ADB operations. This entails addressing gender considerations in ADB's macroeconomic, sector, strategy, and programming work, including studies on the impact of economic reform programs on women; undertaking gender analysis in projects; and ensuring the consideration of gender issues at all stages of the project cycle, including



OPERATIONS MANUAL BANK POLICIES (BP)

OM Section C2/BP
Issued on 25 September 2006
Page 2 of 3

identification, preparation, appraisal, implementation, operation and maintenance, and monitoring and evaluation.

4. The GAD policy pays increased attention to directly addressing gender disparities, and promotes the design of a larger number of projects with GAD classification in health; education; agriculture; natural resources management; and financial services, especially microfinance, while also ensuring that gender concerns are addressed in other ADB-financed projects, including those in the infrastructure sector.

5. While gender mainstreaming forms the major thrust of ADB's approach to reducing gender disparities and empowering women, exclusively women-targeted projects may be formulated and implemented where special sociocultural circumstances dictate and permit separate resource allocation to improve women's access to and control over project benefits. Stand-alone projects for women may also be formulated and implemented to address glaring gender inequalities.

6. The GAD policy also identifies five specific areas of intervention to support policy implementation:

- (i) provide assistance to developing member countries (DMCs) in the areas of GAD policy support; GAD capacity building; and awareness, and formulation and implementation of policies and programs directed at improving the economic and social status of women;
- (ii) facilitate gender analysis of proposed projects, including program and sector loans, and ensure that gender issues are considered at all appropriate stages of the project cycle;
- (iii) assist the DMCs to implement commitments made at the United Nations Fourth World Conference on Women in Beijing to achieve the targets set for women into the 21st century;
- (iv) explore opportunities to directly address some of the new and emerging issues for women in the Asia and Pacific region; and
- (v) promote increased GAD awareness within ADB through training workshops and seminars, development of suitable approaches, and staff guidelines to implement the GAD policy.

**OPERATIONS MANUAL
BANK POLICIES (BP)**



OM Section C2/BP
Issued on 25 September 2006
Page 3 of 3

Basis: This OM section is based on:

ADB. 1998. Doc. R74-98. Revision 1, Final. *Policy on Gender and Development*. 11 June. Manila.

ADB. 2002. Doc. IN.317-02. *Interim Progress Report on ADB's Policy on Gender and Development*. 12 December. Manila.

This OM section is to be read with OM Section C2/OP.

For other background information and references, see:

ADB. 1985. Doc. R56-85. *Role of Women in Development*. 17 June. Manila.

ADB. 1994. *Women in Development: Issues, Challenges and Strategies in Asia and the Pacific*. April. Manila.

ADB. 1990. Vice-Presidents' (Operations/Projects) Staff Instructions on *Women in Development/Implementation of Action Program*. 21 November. Manila.

Compliance: This OM section is subject to compliance review.

For inquiries: Questions may be directed to the Director, Gender, Social Development and Civil Society Division, Regional and Sustainable Development Department.

OPERATIONS MANUAL OPERATIONAL PROCEDURES (OP)



OM Section C2/OP
Issued on 25 September 2006
Page 1 of 4

These procedures were prepared for use by ADB staff and are not necessarily a complete treatment of the subject.

GENDER AND DEVELOPMENT IN ADB OPERATIONS

A. Introduction

1. ADB aims to operationalize its policy on Gender and Development (GAD) (the GAD policy) primarily through mainstreaming gender considerations into all ADB operations. However, ADB continues to develop and finance stand-alone projects directed at correcting gender disparities and promoting the empowerment of women, especially in developing member countries (DMCs) with glaring gender inequalities.

B. Application of the Policy

2. As GAD is a cross-cutting theme, gender issues must be integrated into all ADB operations, including country strategies and programs, project preparation, implementation, and monitoring and evaluation.

C. Country Strategy and Program

3. Since country strategies and programs (CSPs) set the framework for ADB's assistance to its DMCs, the GAD policy recognizes that gender mainstreaming at the country level must begin with the development of the CSP. Therefore, gender issues must be systematically addressed in the economic, strategy, program, and sector work that contribute to the CSP. For each DMC, the relevant regional department (i) prepares or updates the country gender assessment (CGA)¹ (see para. 5) as an input to the CSP; and (ii) formulates an appropriate gender strategy (see para. 6), to be included as a core appendix in the CSP, which specifies how ADB intends to promote and implement its overall GAD objectives in that DMC, and discusses how ADB assistance will address gender disparities.

4. The CSP mission to a DMC (i) collects gender-disaggregated data on social and economic indicators and recent data pertaining to gender disparities in the DMC; (ii) identifies GAD policies and priorities of the DMC, and relates them to ADB's country strategy; and (iii) examines the GAD policies and strategies of other relevant agencies and nongovernment organizations in the DMC. The data obtained form the basis of policy dialogue between ADB and the DMC on gender equity and the empowerment of women.

¹ Country gender assessments were previously referred to as country briefing papers on women.



OPERATIONS MANUAL OPERATIONAL PROCEDURES (OP)

OM Section C2/OP
Issued on 25 September 2006
Page 2 of 4

D. Country Gender Assessment

5. The CGA provides the basis for formulating the gender strategy in the CSP. The CGA contains (i) a social and economic overview of the situation of women in the DMC; (ii) information on gender disparities with regard to access to education, health, employment, resources, productive assets, and decision making; (iii) a description of the DMC government policies and institutions related to women; (iv) GAD policies and programs of other institutions (national organizations and international development agencies); (v) an assessment of the impact of ADB operations on gender equity and empowerment of women; (vi) recommendations for potential ADB initiatives and interventions; and (vii) concrete suggestions for mainstreaming gender concerns in the project pipeline. The CGA is a public document, which may be published as a stand-alone ADB publication and made available through the internet or by other means. ADB's public communications policy² requires the CGA to be posted on ADB's website no later than 14 calendar days following the date of the CGA completion. The draft CGA may be made available to in-country stakeholders if it is developed in consultation with nongovernment stakeholders.

E. Gender Strategy

6. The gender strategy for a DMC specifies how ADB intends to address the gender issues highlighted in the CGA, and how the overall gender objectives will be achieved through ADB's program of assistance. The gender strategy indicates the sectors and subsectors for which gender initiatives are required, the operational approaches, and the actions required to achieve strategic GAD outcomes. The gender strategy may include policy dialogue, special studies, targeted investments to correct gender disparities, strategies for increasing women's participation in the development process, support to the DMC for promoting gender equity and the empowerment of women, institutional development, policy support, and regional cooperation activities. Policy reform and capacity building in GAD are given particular focus.

F. Country Strategy and Program Update

7. The means by which ADB's program addresses gender issues becomes more refined and focused in the preparation of subsequent country strategy and program updates (CSPUs).³ The CSPU specifies the economic and social sectors that require gender considerations, key projects that require detailed gender analysis, and the scope for cooperation with development partners. The CSPU explicitly addresses GAD and how the program will address gender equity considerations.

² ADB. 2005. *The Public Communications Policy of the Asian Development Bank*, para. 60. Manila. (Doc. 101-05, 1 April).

³ Documents compiled to support the CSPU examine gender issues, outlining gender dimensions of macroeconomic and social data. Sector road maps address the differing roles of men and women in the sector.

OPERATIONS MANUAL OPERATIONAL PROCEDURES (OP)



OM Section C2/OP
Issued on 25 September 2006
Page 3 of 4

G. GAD at the Project Level

8. Gender considerations constitute an essential element of loan and technical assistance (TA) operations. Gender issues must be considered at all stages of the project cycle, namely identification, preparation, appraisal, implementation, operation and maintenance, and monitoring and evaluation. A preliminary review is conducted during the project identification stage to identify the project's potential to address gender equity and the empowerment of women. A detailed gender analysis is required for those projects that have potential to correct gender disparities or to significantly mainstream gender equity concerns, or that are likely to have substantial gender impact. During implementation of these projects, monitoring of gender concerns and components is required.

H. Initial Poverty and Social Assessment

9. An initial poverty and social assessment (IPSA) is required for all ADB loan projects and programs. Gender analysis must be conducted as an essential component of the IPSA. A gender analysis checklist for the IPSA is provided in Appendix 1. The IPSA is carried out as early as possible in the project cycle, and preferably by the fact-finding stage for the project preparatory technical assistance or other project preparatory study. ADB's public communications policy⁴ requires the IPSA to be posted on ADB's website no later than 14 calendar days following the date of completion.

I. Project Gender Plan

10. If the IPSA indicates that the project has the potential to correct gender disparities or significantly mainstream gender concerns, or is likely to have substantial gender impact, a detailed gender assessment needs to be undertaken during project design to prepare a project-specific gender plan. The gender plan is prepared during the design phase by a social development or gender specialist. A guide to key gender considerations in project design is provided in Appendix 2. Results of the gender analysis and a short summary of the gender plan are given in the report and recommendation of the President (RRP).

11. The gender plan identifies strategies, mechanisms and/or project components for addressing gender concerns, and reports on how women are to be involved in the design, implementation and monitoring process. Budget provision for these components or design features must also be highlighted in the plan. A short summary of the gender plan is included as a core appendix to the RRP, consisting of (i) the preparatory work undertaken to address gender issues in the project; (ii) the special features included in the project design to address gender impacts, to facilitate and encourage women's involvement and/or ensure tangible benefits to women; (iii) mechanisms to ensure implementation of the gender design elements; and (iv) gender monitoring and evaluation. A gender plan format is provided

⁴ ADB. 2005. *The Public Communications Policy of the Asian Development Bank*, para. 87. Manila. (Doc. 101-05, 1 April).



OPERATIONS MANUAL OPERATIONAL PROCEDURES (OP)

OM Section C2/OP
Issued on 25 September 2006
Page 4 of 4

in Appendix 3. If there is a project-specific gender plan, the project team leader and project counsel ensure that the loan documents support the implementation and monitoring of the gender plan.

J. Implementation Arrangements

12. The responsibility for implementing ADB's GAD policy rests with the regional departments. The responsibility for monitoring the GAD components of individual projects, programs, and TAs also rests with the regional departments. The Regional and Sustainable Development Department (RSDD) provides advice and assistance with implementation of the GAD policy, and has overall responsibility for coordinating and monitoring ADB's gender-related activities.

K. Monitoring and Evaluation Arrangements

13. To monitor and coordinate ADB's efforts related to GAD, RSDD compiles information on its gender-related activities and prepares periodic reports and good practice case studies. RSDD also provides advice and guidance on projects with GAD classification and on the preparation of gender plans for specific projects.

Basis: This OM section is based on OM Section C2/BP and the supporting documents cited therein, and on OM Section L3 (Public Communications) and the documents cited therein.

For other background information and reference, see:

ADB. 2001. *Handbook on Social and Poverty Analysis*, Working Document, December. Manila.

ADB. [various]. *Gender Checklists*, including Agriculture, Education, Health, Water Supply and Sanitation, Urban Development, and Resettlement. Manila.

Compliance: This OM section is subject to compliance review.

For inquiries: Questions may be directed to the Director, Gender, Social Development and Civil Society Division, Regional and Sustainable Development Department.

**OPERATIONS MANUAL
OPERATIONAL PROCEDURES (OP)**

ADB

OM Section C2/OP
Issued on 25 September 2006
Appendix 1
Page 1 of 1

Gender Analysis Checklist for Initial Poverty and Social Analysis

- A. Who are the target beneficiaries?
 - (i) Gender-disaggregate beneficiaries.
 - (ii) Talk to men and women.
- B. Are women visible in the sector?
 - (i) Ascertain in general the gender division of labor.
 - (ii) Are women's needs in the sector the same as those of men?
 - (iii) Identify if possible the main sources of income for women and men.
- C. What impacts might the project have on women? Is the project likely to have the same positive/negative impacts on women and men?
- D. Does the project have potential for gender-inclusive design and could it effectively and equitably target women?
- E. Identify, if possible, legal, cultural or religious constraints to women's potential participation in the project.
- F. Do the executing/implementing agencies have the capacity to deliver benefits to or involve women?
- G. Will project fact-finding and the project study require the services of a GAD specialist to assist with developing a gender-inclusive design?

Key Gender Considerations in Project Design

Participatory approach

- Have women and men been consulted and involved equitably in project design and implementation?

Gender Analysis

- Have both men's and women's needs in the project sector been defined?
- Have cultural, social, religious, and other constraints on women's potential participation been identified?
- Have strategies been formulated to address the constraints?
- Have local women's organizations been consulted?
- Will women directly benefit from all project components?

Project Design

- Have the data from the gender analysis been applied to all phases of the project cycle?
- Does the project design include components, strategies, design features, or targets to promote and facilitate women's active involvement in the project?
- Is there a budgetary allocation for these design features, strategies, and mechanisms?
- Has a separate budget been set aside for facilitating the participation of women?
- Are the strategies and targets for women's participation included in the logical framework of the project?
- Is gender expertise to be used during project implementation?
- Will the executing agency staff be strengthened to enable them to plan and implement gender-inclusive components and design features?

Project Performance Monitoring

- Are there indicators to measure progress in achieving benefits for men and women?
- Have indicators defining the benefits to women and men been developed?
- Will sex-disaggregated data be collected to monitor gender impact?
- Are women and men involved in monitoring and evaluation?

OPERATIONS MANUAL OPERATIONAL PROCEDURES (OP)

The logo for the Asian Development Bank (ADB), consisting of the letters 'ADB' in a white serif font on a dark grey rectangular background.

OM Section C2/OP
Issued on 25 September 2006
Appendix 3
Page 1 of 1

Project Gender Plan Format

The gender plan should focus on *how* gender issues, concerns, and constraints identified through the gender analysis have been addressed in the project design.

- 1. Preparation.** Describe work conducted during the preparation phase to address gender issues and involve women in the planning and design of the project.
- 2. Project Design.** Describe any features, mechanisms, strategies, components and/or targets included in the project design to address gender impacts and promote women's active involvement in the project and direct access to project benefits. Separate components included to encourage women's participation should be described here. Any targets set for women's participation or access to project benefits — e.g., number of women to be trained, reserved seats for women on decision-making bodies such as water-user groups, number of scholarships for girls, involvement of women in operation and maintenance, monitoring and evaluation, etc. — should be mentioned and highlighted here. Any gender capacity-building assistance for executing or implementing agencies, or provisions to mobilize and train women, should also be mentioned here. Budget line items for gender and development (GAD) activities should be listed. Policy dialogue to improve women's access to assets such as land or to address the strategic needs of women should be highlighted. This is the most important section of the gender plan.
- 3. Implementation.** The implementation arrangements to ensure the features and mechanisms designed in the project to address GAD objectives should be described here. This section should describe (i) inclusion of GAD specialists among the implementation consultants, (ii) engagement of nongovernment organizations to facilitate women's participation, and (iii) preparation of a GAD implementation plan to systematically implement the GAD components or specific GAD reporting requirements.
- 4. Monitoring and Evaluation.** Provision and requirements for collection of gender-disaggregated data in the baseline surveys and development of monitoring indicators to assess the gender-differentiated impact of the project should be highlighted here. Any provision to involve women in the monitoring and evaluation of the project should also be described. Requirements to discuss gender issues and impacts in any midterm review and regular progress reports to be submitted to ADB should also be mentioned.