

The logo of the Asian Development Bank (ADB) is a black square with the letters 'ADB' in white, serif font.

December 2007

# Gender and Development Plan of Action (2008-2010)

Asian Development Bank

## ABBREVIATIONS

ADB	Asian Development Bank
ADF	Asian Development Fund
AusAID	Australian Agency for International Development
CGA	country gender assessment
CPS	country partnership strategy
DFID	Department for International Development of the United Kingdom
DMC	developing member country
EFG	External Forum on Gender and Development
GAD	gender and development
GAP	gender action plan
MDG	Millennium Development Goal
MTS	medium-term strategy
NGO	nongovernment organization
OCR	ordinary capital resources
RD	regional department
RSDD	Regional and Sustainable Development Department
RM	resident mission
TA	technical assistance

## NOTE

In this report, "\$" refers to US dollars.

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## I. BACKGROUND

1. The Asia and Pacific region has seen consistent improvements toward gender equality and women's empowerment. However, the region includes countries with different gender profiles as well as very different socioeconomic and cultural backgrounds. Progress toward meeting the Millennium Development Goals (MDGs) is still patchy, and there is a strong likelihood that—despite decades of efforts—the gender-specific goals or gender-relevant MDGs will not be met in a considerable number of the Asian Development Bank's (ADB's) developing member countries (DMCs).<sup>1</sup> Examples of gender inequalities are not hard to find: the female-to-male population ratio is deteriorating in North and Central Asia, South Asia, and the Pacific island countries; in several countries of the region, one in every 10 girls dies before the age of one, and one in every 50 women dies during pregnancy and delivery; a 30%–40% gap in male-female labor force participation rates is still common across the region; female primary school enrollment can be as much as 26% lower than that of males; and only seven countries have parliaments in which more than 20% of representatives are women.<sup>2</sup> To this should be added the difficulties that most poor women encounter in their access to safe water and sanitation services and to adequate transport facilities, with profound consequences for their productive and reproductive responsibilities.

2. At the same time, evidence is mounting not only of the benefits of gender equality and women's empowerment for development and growth, but also of the costs associated with the failure to achieve them. The region is losing \$42–\$47 billion per year because of restrictions on women's access to employment opportunities, and another \$16–\$30 billion per year because of gender gaps in education. Those are just the economic costs; added to them are social and personal costs.<sup>3</sup> This has led the international community to recognize that more is needed to support gender equality, with the necessity for all development actors, including ADB, to devise and implement realistic strategies and effective plans.

3. ADB adopted its *Policy on Gender and Development* (GAD)<sup>4</sup> in 1998. It defines ADB's GAD mandate, while the operational guidelines<sup>5</sup> provide guidance on implementation. The first bank-wide GAD Plan of Action (2000–2003)<sup>6</sup> was developed and approved as a “roadmap” for translating the policy into concrete actions. It included departmental commitments and actions to increase ADB's portfolio of loans addressing gender concerns. In 2004, the *Implementation Review of the GAD Policy* was carried out and completed in 2006.<sup>7</sup>

4. This Plan of Action takes a task-oriented approach to the major findings and recommendations of the Implementation Review, so that they can be operationalized over the coming years. It takes into consideration ADB's special role in a rapidly changing region, and its move towards greater sector selectivity, as presented in the Medium-term Strategy II (MTS II).<sup>8</sup> It proposes a renewed commitment to gender mainstreaming and identifies a balanced set of activities through which ADB operations will continue to lead to tangible gender equality and

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<sup>1</sup> ADB, United Nations Development Programme, United Nations Economic And Social Commission for Asia and the Pacific (UNESCAP). 2006. *Pursuing Gender Equality through the Millennium Development Goals in Asia and the Pacific*. Manila.

<sup>2</sup> UNESCAP. 2007. *Economic and Social Survey of Asia and the Pacific 2007*.

<sup>3</sup> See footnote 2.

<sup>4</sup> ADB. 1998. *Policy on Gender and Development*. Manila.

<sup>5</sup> ADB Operations Manual, Section C2/BP on *Gender and Development in ADB Operations* (October 2003).

<sup>6</sup> Available: [www.adb.org/Documents/Papers/Gender\\_Action\\_Plan/](http://www.adb.org/Documents/Papers/Gender_Action_Plan/).

<sup>7</sup> ADB. 2006. *Implementation Review of the Policy on Gender and Development*. Manila.

<sup>8</sup> ADB. 2006. *Medium-Term Strategy II (2006–2008)*. Manila.

women's empowerment results. This Plan of Action also considers recommendations from the following sources: (i) Consultation Summary Report (April 2006), which documents the analyses of ADB staff members collected in the preparation of the Plan of Action; and (ii) outcome documents of the three most recent annual meetings (2004–2006) of the External Forum on Gender and Development (EFG, described in paragraph 15), which suggest strategic approaches to address policy implementation challenges.

## **II. ADB'S PERFORMANCE IN IMPLEMENTING THE GAD POLICY**

5. The main conclusion of the Implementation Review is that progress was achieved across all areas of ADB operations, including country strategies, sector work, loans, and technical assistance (TA). Loan projects with gender theme or gender mainstreaming features (Appendix 1 contains a description of gender categories of ADB projects) were represented across all strategic areas of ADB operations: economic growth, inclusive social development, and governance. This demonstrates that the GAD policy was and remains relevant to all ADB operations. The Review concluded that a renewed emphasis on GAD policy implementation is critical to meet the ADB objective of poverty reduction, the promotion of inclusive development, and the provision of assistance to DMCs to attain the MDGs. Below is more detailed information on performance as described in the Implementation Review.

### **A. Programming and Lending Operations**

6. ADB has made significant progress in addressing gender equality issues in its lending operations. Since the approval of the GAD policy, the combined GAD thematic loans and loans with effective gender mainstreaming have gradually increased, from 15% of projects in 1998 to 40% in 2005 and 33% in 2006, with an average of 31% over the last 9 years and of 37% during 2004–2006 (Appendix 2).

7. Through the years, progress has been more evident in sectors that conventionally lend themselves to gender mainstreaming, such as education, health care, water supply and sanitation, and agriculture and natural resources. However, there has also been some promising expansion in sectors in which ADB had relatively less experience in terms of gender mainstreaming, including law, economic management, finance, industry and trade, transport, and communications. In addition, program loans have included innovations in the form of gender-specific policy and legal reforms.

8. The geographical distribution in gender mainstreaming is skewed, with some regional departments (RDs) accounting for a much larger percentage of loans approved with a GAD theme or effective gender mainstreaming than others, though this is not to deny that gender inequalities and their relevance to ADB's operations vary among countries and regions. In this context, it is interesting to note that since 2002, South Asia has consistently accounted for over 50% of loans approved with a GAD theme or effective gender mainstreaming. There is also a marked difference between loans and grants from Asian Development Fund (ADF) resources and those from ordinary capital resources (OCR). From 1998 to 2004, 40% of loans from ADF sources had either a GAD theme or gender mainstreaming, compared with 15% of loans from OCR. In 2005, ADF-funded loans with a GAD theme or gender mainstreaming features accounted for 23% of all ADB loans, while those funded from OCR sources accounted for only 11%.

9. Gender mainstreaming in loans and TAs is strong at the design stage of projects. The introduction of project-specific gender action plans (GAPs) has facilitated the monitoring and

implementation of gender-specific design features of projects, promoted the involvement of women in project activities, and ensured that resources are allocated and earmarked to provide direct and concrete benefits to women. However, not all projects have GAPs and gender design features are not systematically implemented or monitored during project implementation.

10. Country gender assessments (CGAs) have been recognized as enhancing ADB's diagnostic work on gender. However, there is often a disconnect between CGAs and the associated country partnership strategies (CPSs). This is due to a variety of factors: (i) the value for project effectiveness of addressing gender differences at all levels is not fully realized by the RDs and DMCs; (ii) the human resources to ensure that such value is appreciated are limited, and (iii) the necessary information and analysis are not readily available.

11. Additional issues of note include a perception of "goal congestion," given multiple thematic priorities such as Gender and Development, Governance, and Capacity Development. Moreover, the links between gender disparities and the spread of HIV/AIDS<sup>9</sup> are also not always fully recognized.

## **B. Policy Dialogue and Support to DMCs**

12. Policy dialogue in DMCs and in the region more broadly can be effective in leading to gender-responsive policy reforms and a policy environment favorable to sustainable changes in gender relations and women's empowerment. Gender specialists in resident missions (RMs) have engaged in policy dialogue on gender issues with key sector ministries, especially through their contribution to CPSs and through project-specific GAPs, as well as through the addition of program loans supporting gender-inclusive reform measures, including policy changes and law reforms. However, despite the opportunities that such engagement offers, ADB has raised substantial gender issues in policy dialogue with few DMCs. The main reason for this appears to be that gender issues are rarely if ever included in high-level dialogue with key ministries. In addition, while ADB has made efforts to involve national gender focal agencies in discussions with some sector ministries, it has made few attempts to link them to ministries of finance and planning.

13. Regional peer exchange and lateral learning initiatives have been supported in recent years by the regional TA 6092: *Enhancing Gender and Development Capacity in DMCs*, as encouragement for collaborative GAD activities among development practitioners and as ways to inform and develop the capacity of policymakers, sector agencies, and other development actors. Examples are the Regional Seminar on Gender, Poverty and Rural Development held in Viet Nam in 2004, and the Regional Seminar on Gender, Poverty, and Development Results held in Cambodia in 2006.

## **C. Organizational Effectiveness**

14. Many of the advances made in gender mainstreaming can be attributed to the activities of gender specialists, located both at ADB headquarters and in RMs.<sup>10</sup> In particular, they have

<sup>9</sup> Human immunodeficiency virus/acquired immune deficiency syndrome.

<sup>10</sup> GAD national officers are based at the Bangladesh, Pakistan (vacant at the time of preparation of this Plan of Action) and Viet Nam RMs. GAD long-term consultants funded through two consecutive regional TAs, 5835 (1999–2002) and 6092 (2003–present), are in Afghanistan (vacant at the time of preparation of this Plan of Action), Cambodia, Indonesia, Mongolia, Nepal, Sri Lanka, and Uzbekistan. An additional consultant is located in Bangladesh.

been instrumental in expanding ADB's portfolio of loans addressing gender issues and in strengthening the gender mainstreaming capacity of executing agencies.

15. The EFG, a consultative and advisory body working in support of ADB and composed of external gender experts, academics, and activists from across Asia and the Pacific, has been providing assessments of GAD policy implementation and employing its support for ADB with governments, nongovernment organizations (NGOs), and other development partners.

16. Knowledge products on gender are of high quality, but anecdotal evidence points to the fact that they are not effectively distributed and not sufficiently used by staff in the RDs and RMs. This reduces the contribution they make to awareness raising and to capacity development on gender issues.

17. Human resources limitations have been mentioned earlier (paragraph 10). In addition, the way in which technical specialists across ADB work at times fails to maximize the contribution that they could collectively make to gender mainstreaming and thus to gender equality and women's empowerment.

18. The GAD Cooperation Fund was established in 2003 to promote gender equality and women's empowerment in the Asia and Pacific region by assisting ADB in implementing its GAD policy and related Plan of Action. It continues to provide critical grant support for gender-related activities.

### III. OPPORTUNITIES AND CONSTRAINTS IN IMPLEMENTING THE GAD POLICY

19. There is a growing international consensus that gender mainstreaming, as the approach adopted by many development organizations to promote gender equality and women's empowerment, has not been entirely effective. Mainstreaming was intended to ensure that gender inequalities should be addressed *by all*, and *in all*, aspects and stages of development work. Analyses of gender mainstreaming have identified the following constraints to success (i) poor understanding of the concept and strategies for its implementation, (ii) limited commitment to gender equality, (iii) lack of leadership, (iv) scarce reliable statistical information, and (v) inadequate funding. Ironically, in many cases the approach has led to a decline in the resources devoted to relevant projects and programs in the mistaken belief that all concerns have been thoroughly "mainstreamed."

#### A. External Context

20. That much remains to be done is spelled out in the *Global Monitoring Report 2007*,<sup>11</sup> which states that "[t]he choice to focus the 2007 report on the third MDG—promotion of gender equality and empowerment of women—reflects a recognition by the international community that more is needed to support equality for the half of humanity disadvantaged through less access than men to *rights* (equality under the law), to *resources* (equality of opportunity), and to *voice* (political equality)". The same report observes that "gender mainstreaming is a sound and viable strategy, but it has to be made more operationally relevant and more focused on results."

21. In light of this realization, leading bilateral and multilateral agencies are reaffirming their

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<sup>11</sup> International Bank for Reconstruction and Development/World Bank. 2007. *Global Monitoring Report 2007: Millennium Development Goals: Confronting the Challenges of Gender Equality and Fragile States*. Washington.

commitment to gender equality and women's empowerment, and exploring ways to overcome the weaknesses of mainstreaming outlined above. In its gender action plan (2007–2010),<sup>12</sup> the World Bank commits itself to “intensify and scale up gender mainstreaming in the economic sectors” and calculates that the implementation of the Plan would cost \$24.5 million over the four years, to be equally shared between the World Bank and interested donors.

22. The Australian Agency for International Development (AusAID) Gender Policy for Asia and the Pacific declares its goal to be that of “reducing poverty by advancing gender equality and empowering women”<sup>13</sup> and also includes women's economic empowerment as one of its four priority areas. The policy presents the rationale for advancing gender equality as being critical to reducing poverty and increasing the effectiveness of aid, as well as a development goal in its own right, and spells out strategies to help those delivering the aid program to put the policy into effect.

23. The Department for International Development (DFID) of the United Kingdom takes a broader perspective, emphasizing the purpose of “promoting the equal rights of women and girls.”<sup>14</sup> In recognition of the fact that obstacles to more effective gender mainstreaming frequently tend to involve lack of demonstrable commitment by senior managers, DFID is putting in place organizational mechanisms for accountability, including a Gender Equality Champion in each of its divisions.

## **B. ADB Internal Policy Context**

24. The GAD policy spells out ADB's specific gender commitments. It is part of a broader set of organizational policies that create both opportunities and challenges to gender mainstreaming and the promotion of women's empowerment.

25. ADB's Poverty Reduction Strategy, approved in 1999,<sup>15</sup> recognized that “improving the status of women is critical to any strategy to reduce poverty in the region,” and therefore highlights gender as an important cross-cutting theme in ADB's poverty reduction work. The adoption of the MDGs in 2000 and their endorsement by ADB provided further impetus to GAD implementation.

26. The MTS II (paragraph 4) has generated new opportunities and challenges for gender mainstreaming and women's empowerment. Opportunities lie specifically in the MTS II's recognition that “without specific attention to improving women's economic, social and political status, poverty reduction and social inclusiveness will remain largely unrealized in the region.” In the context of its sector selectivity, while MTS II points to microfinance, education, and health care as providing the most effective interventions to promote gender equality and women's empowerment, it also reaffirms the necessity of integrating gender issues in all other sectors, in line with the GAD policy.

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<sup>12</sup> World Bank. 2006. *Gender Equality as Smart Economics: A World Bank Group Gender Action Plan*. Washington.

<sup>13</sup> AusAID. 2007. *Gender Equality in Australia's Aid Programme: How and Why*. Canberra.

<sup>14</sup> DFID. 2007. *Gender Equality at the Heart of Development: Why the Role of Women is Crucial to Ending World Poverty*. United Kingdom.

<sup>15</sup> ADB. 1999. *Fighting Poverty in Asia and the Pacific: The Poverty Reduction Strategy of the Asian Development Bank*. Manila.

#### IV. THE GAD PLAN OF ACTION (2008–2010)

27. While the preceding sections summarize ADB's performance in implementing its GAD policy and the external and internal conditions that justify and facilitate a renewed commitment to gender mainstreaming, this part of the Plan of Action identifies the approaches and activities that can lead most effectively to promoting gender equality and women's empowerment in the very diverse socioeconomic and cultural backgrounds that characterize the DMCs. The implementation matrix that follows contains the proposed impacts, outcomes, outputs, activities, performance indicators, timeframes, and implementation roles. The second part of the Plan of Action is a list of all tentative projects addressing gender concerns scheduled for approval in 2007–2010 (Appendix 3), and for which a GAD theme classification or potential for gender mainstreaming have been identified.

##### A. Programming and Lending Operations

28. The Implementation Review confirmed the validity of a two-track approach in dealing with gender concerns in ADB's lending operations: increasing the number of loans directly addressing gender disparities, and continuing gender mainstreaming in all operations in ways that overcome the limitations and flaws of mainstreaming outlined earlier.

- (i) The principal action proposed in this Plan of Action is to continue to ensure that gender equality issues are addressed in all ADB projects (see paragraph 6). While it is difficult to estimate exact levels of gender mainstreaming in future projects, as types of projects and country contexts vary, ADB must continue its proactive efforts, including adopting specific strategies identified in CPSs. The current project pipeline (Appendix 3) shows that in 2007, 32% of projects have either a GAD theme classification or effective gender mainstreaming. For the following years, tentative forecasts (23% in 2008, 27% in 2009, and 12% in 2010) indicate that much needs to be done to ensure that the current momentum is maintained.
- (ii) Another important aspect of the Plan of Action is improving the diversity of projects with a GAD theme or effective gender mainstreaming across sectors, regions, and sources of funding (see paragraphs 7 and 8).<sup>16</sup> Greater sector diversity (across sectors that conventionally lend themselves to the integration of gender considerations and those where this has been harder) is important to (a) remain relevant to the new ADB directions in the context of its sector selectivity, as presented in the MTS II; and (b) continue to innovate, document, and learn from what works in gender mainstreaming in "nontraditional" sectors.<sup>17</sup> A better geographical balance is also proposed, and is already appearing in the forecasts for the period 2007–2010 (see Appendix 3). Finally, this Plan proposes a narrowing of the gap between projects with GAD themes and effective gender mainstreaming funded through ADF and OCR. The projections for 2007–2010 do not yet show a clear pattern, but the data for 2007 (38% ADF and 26% OCR) demonstrate that it is possible to narrow the gap.

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<sup>16</sup> These are related: countries that borrow from OCR usually focus on sectors with less evident potential to promote gender equality and women's empowerment; countries that borrow from ADF tend to focus on sectors with more likelihood of generating progress on gender equality and women's empowerment.

<sup>17</sup> It will be equally important to continue ensuring that gender mainstreaming goes hand in hand with the mainstreaming of HIV/AIDS, as appropriate.

29. Strengthening the implementation of gender-related loan design features is also a central aspect of this Plan of Action (see paragraph 9). Key actions to achieve this purpose include the following:

- (i) Systematically collect and use gender-specific information and sex-disaggregated data, including those obtained from participatory processes and local knowledge.
- (ii) Institutionalize the development and use of project-specific GAPs.
- (iii) Incorporate gender targets and indicators in the design and monitoring/evaluation frameworks of all projects.
- (iv) Ensure RM-based gender specialists' involvement in relevant project preparatory TA and loan appraisal missions, as well as in relevant loan review missions.
- (v) Encourage the presence of long-term social development and gender expertise within executing and implementing agencies.
- (vi) Provide for project performance monitoring systems that reflect gender-related targets and indicators.
- (vii) Promote stricter compliance with gender-relevant loan assurances.

## **B. Policy Dialogue and Support to DMCs**

30. Policy dialogue on specific gender issues needs to be scaled up. Human trafficking, communicable diseases, and climate change are just some examples of emerging issues needing greater policy attention from a gender perspective. Engaging more proactively in policy reforms that address structural barriers to gender equality and women's empowerment in ADB core sectors can take place in different ways and at different levels. The suggested activities below build on successes so far and make more strategic use of ADB's opportunities:

- (i) Preparation of the CGAs, consultations that accompany development of the CPSs, and development and implementation of project-specific GAPs are ideal opportunities for policy dialogue on gender equality issues. The involvement of national focal agencies on gender and of relevant civil society organizations should be an integral part of these processes.
- (ii) The EFG (paragraph 15) is an avenue through which ADB can engage with governments and other development partners on gender issues and concerns, as well as receiving advice on relevant policy developments. ADB's membership and active participation in the Gender and Development Network (Gendernet) of the Organisation for Economic Co-operation and Development-Development Action Committee, and in other regional and international networks that promote gender equality and women's empowerment, offer another way in which ADB can influence the policy environment. Participation in the annual sessions of the Commission on the Status of Women—e.g., in the 2008 session on "Financing for Gender Equality and Empowerment of Women"—can promote policy work and the sharing of knowledge of ADB's approaches to gender mainstreaming.

- (iii) Regional peer exchange and lateral learning initiatives will continue to offer opportunities to inform policymakers and sector agencies, and to support the development of their GAD capacities.

### **C. Organizational Effectiveness**

31. The implementation of this Plan of Action relies on finding ways to maintain and improve the level of performance recognized by the Implementation Review in the context of limited resources. They include the following:

- (i) Strengthen staff effectiveness by increasing interaction among gender specialists and between them and social development specialists through their active participation in the Gender and Social Development Community of Practice.
- (ii) Upgrade the GAD skills of staff from ADB through the inclusion of gender issues and tools in managerial and other relevant staff training,<sup>18</sup> targeted gender training, and the promotion of professional development. Also upgrade the GAD skills of government agencies, and especially executing and implementing agencies, e.g., RM-based gender specialists.
- (iii) Knowledge products already contribute to capacity development in RMs and RDs. Activities that will support the effective implementation of the GAD policy are the development of knowledge products that better respond to the needs identified by the DMCs and RDs, and the selection of TAs that lead to the development of knowledge products that assist DMCs in developing their gender capacity and that of the executing and implementing agencies. ADB's high-quality gender knowledge products will be better disseminated, to share more widely its expertise and practical experience. Events such as the Eminent Speaker Forum series, GAD brown bags, and knowledge products such as the Gender Network News will be tailored more directly to ADB sector and thematic priorities.
- (iv) The multidonor GAD Cooperation Fund (paragraph 18) may need to be replenished to support activities up to 2010.

### **D. Implementing the GAD Plan of Action**

32. Responsibility for implementing the Plan of Action extends across the organization, including RDs and relevant RMs, the Regional and Sustainable Development Department (RSDD), and the Gender and Social Development Community of Practice, with inputs from the EFG. Specific responsibilities are identified in the implementation matrix.

33. The GAD Plan of Action can be implemented within the current level of available resources. Recommendations are made in the following paragraphs for utilizing these resources in the most efficient way.

34. Headquarters has four professional staff positions responsible for GAD, in compliance with the GAD policy. In conjunction with the 2002 reorganization, two positions were allocated to RSDD and one each to the South Asia and Southeast Asia Regional Departments. This

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<sup>18</sup> For example, in the courses on Consultation and Participation in the CPS and Project Management.

complemented an ongoing effort to facilitate mainstreaming of gender dimensions into country operations through the placement of long-term gender specialist consultants in RMs. At present, 11 gender specialists hold positions in 10 RMs, including three positions that have been converted to national officers (see footnote 10). The presence of gender specialists will continue to strengthen gender mainstreaming in ways that are most relevant and suitable to country contexts. As a result of this positive experience, it is proposed to increase the number of RMs with a gender specialist, while defining more clearly their roles and those of headquarters-based gender specialists, including greater emphasis on monitoring progress. This will all be reviewed further in 2008 in the context of the updated Long-Term Strategic Framework.

35. Implementation of the Plan of Action will be carefully monitored. Progress will be reviewed each year and Appendix 3 updated in consultation between the RDs and RSDD. To ensure accountability for results, a progress report on implementation of the GAD Plan of Action will be prepared after 2 years and submitted to the Vice President, Knowledge Management and Sustainable Development.

36. Finally, as highlighted by the reviews and consultations for this Plan of Action, its effective implementation depends on the organization's continuing commitment to create an enabling environment, including incentives that promote networking and synergies across sector and thematic priorities.

## E. Implementation Matrix

**Impact:** ADB's performance in gender mainstreaming for the achievement of greater gender equality and the empowerment of women and girls in Asia and the Pacific is strengthened.

Outcome	Output	Activity	Performance Indicators	Timeframe	Implementation Roles
<b>1. Programming and Lending Operations</b>					
Progress consolidated in mainstreaming GAD concerns in the design and especially in the implementation of ADB operations.	Selected projects reflect either a GAD theme or effective gender mainstreaming.	Include adequate gender mainstreaming activities in project design.	Current levels of loans with a GAD theme or effective gender mainstreaming maintained during the period of the PoA.	As indicated in the agreed list of projects (Appendix 3)	With support from RSDD/RSGS, RDs identify, annually process, and monitor projects with gender classifications; RSGS provides technical support with GS.
		Continue to develop realistic project GAPs for all loans/grants with GAD themes and gender mainstreaming potential.	All loans with GAD theme or gender mainstreaming contain a GAP, which is regularly monitored for progress in implementation.		
		Monitor the implementation of project GAPs through regular project review missions and selected field assessments.			
		Include sex- disaggregated and gender-related targets and indicators in design and monitoring frameworks and project performance monitoring systems for all projects.	Design and monitoring frameworks include sex-disaggregated and gender-relevant information, as appropriate.		
	Sector and geographical balance of GAD mainstreaming in ADB operations increased.	Prepare and update CGAs.	14 CGAs prepared by 2010.	As per existing schedule for CPSs and CGAs	RDs in consultation and collaboration with gender focal agencies, civil society, women's organizations, and RSDD/RSGS.
	Develop and document innovative approaches and methodologies to mainstream gender in all operations, across all sectors and funding sources.	Better distribution of loans with a GAD theme or gender mainstreaming across sectors and regions, and between ADF- and OCR-funded projects.	Continuous, throughout the period of the PoA		

Outcome	Output	Activity	Performance Indicators	Timeframe	Implementation Roles
		Develop modalities for GAD mainstreaming in MFF, sub-sovereign lending, and other new financing mechanisms.	10% of loans with a GAD theme or gender mainstreaming use new financing modalities on a pilot basis.	Begin with MFF in 2008; others to follow based on MFF experience and need.	RDs with technical support from RSDD/ RSGS
	CPSs and RCPSs and all sector roadmaps contain relevant references to gender concerns, on the basis of the analysis provided by the CGA.	Include explicit and relevant gender analysis in sector roadmaps as well as in poverty and other thematic assessments for CPSs and RCPSs.	Each CPS/RCPS prepared during the period of the PoA contains appropriate reference to GAD issues in the main text and sector and thematic road maps, and includes a gender thematic road map.	As per schedule for CPSs and CGAs	RDs with technical support from RSDD/ RSGS
	ADB's approaches to and practices for addressing gender equality are reviewed in the light of impact and results achieved.	Assess the impact of ADF/OCR GAD-relevant projects in four DMCs through Rapid Gender Assessments.	High quality country reports completed and disseminated'	In 2008 and 2010	RSDD in consultation with OED and RDs
<b>2. Policy Dialogue and Support to DMCs</b>					
Gender potential of ADB-government policy dialogue better realized.	Expansion of effective policy dialogue on gender issues, especially with key sector ministries	Pursue opportunities to integrate gender-responsive policy/law reforms through the process of preparation of CPSs and policy-based loans.	<ul style="list-style-type: none"> <li>Each CPS/RCPS prepared during the period of the PoA contains appropriate reference to GAD issues.</li> <li>National focal agencies participate in CPS preparation.</li> </ul>	Continuous, throughout the period of the PoA	Country teams, RSDD, Gender and Social Development CoP
		Provide selective gender capacity support to GAD national machineries, sector ministries and subnational government bodies.	RM-administered capacity development initiatives carried out with support of GS.		
		Strengthen partnerships and collaboration with multilateral, bilateral, and civil society organizations, for example through <ul style="list-style-type: none"> <li>Membership and participation in OECD-DAC Gendernet and other international fora, such as CSW</li> <li>Lateral learning and other country and regional initiatives</li> <li>Activities of EFG.</li> </ul>	<ul style="list-style-type: none"> <li>Attendance in approximately three regional/international meetings, plus the OECD-DAC meeting per year</li> <li>At least one lateral learning event per year</li> <li>One EFG meeting per year</li> </ul>	Continuous, throughout the period of the PoA	RDs, RSDD, Gender and Social Development CoP

Outcome	Output	Activity	Performance Indicators	Timeframe	Implementation Roles
<b>3. Organizational Effectiveness</b>					
ADB's capacity is developed to carry out effective gender mainstreaming and promote gender equality and women's empowerment.	ADB has clear strategic directions for progress toward gender equality and women's empowerment in the context of its overall operations.	Include reference to gender equality and women's empowerment as a cross-cutting theme in ADB's new Long-term Strategic Framework.	Relevant statements in the Long-Term Strategic Framework	2008	RSDD/RSGS in consultation with the Gender and Social Development CoP to provide input to SPD
	Stronger commitment to and skills for gender equality and women's empowerment	Include GAD awareness in the outcome sections of job descriptions and work plans of staff directly involved with projects with GAD theme classification or effective gender mainstreaming.	Changes in job descriptions and work plans	Continuous, throughout the period of the PoA	RSDD/RSGS, with RDs and Divisional Directors
		Update job descriptions of GAD technical specialists to increase interaction between RDs and RSDD.			
		Include gender-related outputs in performance and development plans of staff directly involved with projects with GAD theme classification or effective gender mainstreaming.	Changes in relevant Performance and Development Plans		
		Nominate gender focal points in each division, and incorporate this function in their work plans. Ensure their participation in gender training.	Gender focal points nominated, with appropriate work plans	BPHR/RSDD/RSGS collaboration	
		Develop and deliver tailored gender training, on the basis of assessed needs of staff; include gender issues and tools in managerial and other relevant staff training.	Tailored gender training delivered, and gender issues and tools incorporated in other training, as appropriate.		
		Produce and disseminate innovative and accessible knowledge products responding to the needs identified by the DMCs and RDs.	Use of publications, papers, website, other materials monitored.		
		Continue to organize Eminent Speaker Forum series and GAD brown bags.	1 Eminent Speaker and 4 GAD brown bags delivered per year		
		Extend the functions of EFG for the period of the Plan.	Annual meeting of EFG organized, and outcome document uploaded and disseminated.		

Outcome	Output	Activity	Performance Indicators	Timeframe	Implementation Roles
		Ensure sufficient funds to extend the GAD Cooperation Fund, initially to 2010.			
	Increased DMC's capacity to fulfill commitments to the CEDAW and Millennium Development Goals.	Recruit long-term GAD consultants at selected RMs, reflecting explicitly identified business needs.	Number of RM-based GAD consultants.	Annually	RDs/RMs with RSGS support.
		Roles and responsibilities of RM-based GSs tailored to country portfolio, with greater emphasis on projects' implementation.	Number of projects under implementation supported by RM-based GSs.	Continuous, throughout the period of the PoA.	

ADB = Asian Development Bank; ADF = Asian Development Fund; BPHR = Human Resources Division; CEDAW = [United Nations] Convention on the Elimination of All Forms of Discrimination; CGA = country gender assessment; CoP = community of practice; CPS = country partnership strategy; CSW = Commission on the Status of Women; DMC = developing member country; EFG = External Forum on Gender and Development; GAD = gender and development; GAP = gender action plan; GS = gender specialist; MFF = multitranches financing facility; NO = national officer; OCR = ordinary capital resources; OECD-DAC = Organisation for Economic Co-operation and Development-Development Action Committee; OED = Operations Evaluation Department; PoA = [GAD] Plan of Action (2008–2010); RCPS = regional cooperation strategy and program; RD = regional department; RM = resident mission; RSDD = Regional and Sustainable Development Department; RSGS = Gender, Social Development and Civil Society Division; SPD = Strategy and Policy Department.

## **GENDER CATEGORIES OF ADB PROJECTS**

1. The Asian Development Bank (ADB) assigns certain categories to projects, with the aim of promoting the systematic integration of gender considerations and for monitoring purposes. Category I (gender and development theme [GD]) is based on ADB's project classification system. Categories II and III were developed by the Gender, Social Development, and Civil Society Division to monitor ADB's portfolio from a gender perspective.

### **Category I: Gender and Development as a Thematic Classification**

2. Projects can be assigned a GD thematic classification if they (i) promote gender equity by attempting to narrow gender disparities in access to services, productive resources, income opportunities, public decision making, dispute resolution mechanisms, or rights; or (ii) integrate a gender perspective in social and economic development processes for equal benefits, participation, and protection of rights of women and men. The theme can apply to projects in all sectors. Projects with this theme will include the following items:

- (i) a gender analysis during project preparation;
- (ii) a gender-related purpose or gender-related activities identified in the project/program framework;
- (iii) a gender action plan with gender-inclusive design features, or components to directly benefit women or girls; and
- (iv) a loan covenant to support the gender action plan or gender-inclusive features.

### **Category II: Effective Gender Mainstreaming**

3. ADB's GAD Policy has adopted mainstreaming as its key strategy, and thus gender considerations are to be mainstreamed in all ADB operations. A project is included in this category when (i) the social analysis conducted during project preparation includes careful consideration of gender issues, (ii) the project includes several design features to facilitate women's participation in activities supported by the project and/or women's access to project/program benefits, and (iii) these design features are supported by appropriate loan covenants. These design features could include several of the following:

- (i) targets for women's participation and/or access to project/program benefits (e.g., education/training; formation of beneficiary groups; receipt of loans, scholarships for women representatives in project committees or associations, or for numbers or a percentage of female staff in an executing agency or project implementation unit, or among extension workers, social mobilizers, NGO facilitators, etc.);
- (ii) facilities, training programs, beneficiary groups, etc., for women or girls; or design of gender-sensitive physical infrastructure;
- (iii) project components directly benefiting women or girls (e.g., provision for ownership of land or other assets, reproductive health services, support for food production, and subsistence activities);
- (iv) reform measures likely to benefit women or girls (e.g., increases in government

- budget for reproductive health care, reform of discriminatory laws on land ownership or titling, changes in public sector hiring, and/or equitable employment practices), usually in a program or sector development loan;
- (v) mobilization of women to participate in project activities, provision or preference for hiring women for project-related work (e.g., construction or maintenance of project facilities), requirement of equal or fair pay for male and female workers;
  - (vi) collaboration with NGOs that service or work primarily with women;
  - (vii) for sector projects, requirement that subprojects a) include gender analysis and/or consultation with women's groups during preparation and b) ensure women's participation and/or receipt of benefits (gender checklists can be used as guidelines);
  - (viii) preparation of gender action plans;
  - (ix) hiring of gender specialists to advise executing agencies or project implementation units, or to work as implementation staff on gender capacity development components;
  - (x) consistent use of sex-disaggregated (and other relevant social categories) data for project monitoring;
  - (xi) use of indicators to monitor and assess gender impacts of a project or program;
  - (xii) requirements for monitoring gender-specific results during midterm review; and
  - (xiii) inclusion of the national women's ministry in the project or program steering committee.

### **Category III: Some Gender Benefits**

4. A project has the potential to provide some gender benefits if it has either of the following features (i) consideration of gender issues in the social analysis carried out during project preparation, at least to identify women's concerns and likely impacts in project areas; or (ii) minor design elements or components to benefit women (e.g., a small grant fund). This category can apply to two distinct types of projects:

- (i) Projects that should provide substantial benefits to women (education, health care, rural development, microfinance, water supply and sanitation projects), but that include little gender analysis and few or no specific design features to optimize such benefits; and
- (ii) Projects that are unlikely to provide direct and substantial benefits to women (such as road or railway projects), but in which effort was made in project preparation to identify possible positive and negative impacts on women, and to provide indirect benefits or include mitigating features in the project design or resettlement plan (such as provision for employment of women in construction work, campaigns on HIV/AIDS risk, or special resettlement assistance to households headed by women).

**SUMMARY OF LOANS AND GRANTS ADDRESSING GENDER CONCERNS (1998–2006)**

Year	WID or GAD Thematic Classification		Gender Mainstreaming		Total Loans Mainstreaming Gender		Some Gender Benefits		Total Loans Addressing Gender Concerns		Total Loan Approvals (ADB)	
	(a)	% of Total Loan Approvals	(b)	% of Total Loan Approvals	(a)+(b)	% of Total Loan Approvals	(c)	% of Total Loan Approvals	(a)+(b)+(c)	% of Total Loan Approvals		
1998	Number	5	8	4	7	9	15	14	24	23	39	59
	Amount (\$m)	144	2	327	6	471	8	1,403	24	1,874	32	5,846
1999	Number	2	3	8	13	10	16	11	18	21	34	62
	Amount (\$m)	107	2	499	10	606	13	749	15	1,355	28	4,832
2000	Number	5	6	16	19	21	24	21	24	42	49	86
	Amount (\$m)	233	4	691	12	924	16	1,367	24	2,291	40	5,694
2001	Number	6	8	13	18	19	26	22	31	41	57	72
	Amount (\$m)	521	10	456	9	977	18	2,328	44	3,304	62	5,302
2002	Number	12	14	15	18	27	32	23	27	50	59	85
	Amount (\$m)	518	9	412	7	930	17	1,658	30	2,588	47	5,548
2003	Number	20	25	19	24	39	49	17	21	56	70	80
	Amount (\$m)	526	9	1,175	20	1,701	29	2,448	41	4,150	70	5,918
2004	Number	13	18	15	20	28	38	16	22	44	60	74
	Amount (\$m)	611	12	527	11	1,138	23	1,756	36	2,894	59	4,947
7 Years	Number	63	12	90	17	153	30	124	24	277	53	518
	Total Amount (\$m)	2,660	7	4,087	11	6,747	18	11,709	31	18,455	48	38,087
2005*	Number	21	23%	15	17%	36	40%	24	27%	60	67%	90
	Amount (\$m)	661	11%	1,007	16%	1,668	27%	1,930	31%	3,598	58%	6,157
2006*	Number	9	10%	20	22%	29	33%	31	35%	60	67%	89
	Amount (\$m)	192	3%	629	9%	820	12%	3,100	44%	3,920	55%	7,125
9 Years	Number	93	13%	125	18%	218	31%	179	26%	397	57%	697
	Total Amount (\$m)	3,512	7%	5,722	11%	9,235	18%	16,739	33%	25,974	51%	51,369

ADB = Asian Development Bank; GAD = Gender and Development; WID = Women in Development.

\* Includes grants funded by the Asian Development Fund IX, Asian Tsunami Fund, and Pakistan Earthquake Fund.

## PROJECTS ADDRESSING GENDER CONCERNS (2007–2010)<sup>1</sup>

### Table A3.1: Loans and Asian Development Fund IX Grants

Gender Category <sup>2</sup>	Approval	Country	Name	Division	Project, Approval Number
<b>CWRD</b>					
GAD	2007	PAK	Bahawalpur Rural Development Project (Phase II)	CWAE	39577
GAD	2007	TAJ	Rural Development	CWAE	37530, 2313/72
GAD	2007	UZB	Rural Basic Education	CWGF	40049
EGM	2007	KGZ	Southern Agriculture Area Development Project	CWAE	31196-1/2, 2314/73
EGM	2007	PAK	Sindh Coastal Community Development Project	CWAE	37188, 2310
EGM	2007	PAK	Earthquake-Displaced People Livelihood Restoration Program	CWGF	40563, 2335
EGM	2007	UZB	Farm and Vegetable Market Development Project	CWAE	38506
EGM	2008	TAJ	Cotton Sector Restructuring Program I	CWAE	41216
EGM	2008	UZB	Water Resources Management Project	CWAE	40086
EGM	2009	KGZ	Agricultural Land Improvement Project	CWAE	39612-1/2
EGM	2009	TAJ	Cotton Sector Restructuring Program II	CWAE	41314
EGM	2009	TAJ	Cotton Sector Restructuring Program III	CWAE	41232
<b>EARD</b>					
GAD	2007	PRC	Guiyang Integrated Water Resources Management Project	EAAE	38594
GAD	2007	MON	Third Health Sector Development	EASS	41119
GAD	2008	PRC	Shanxi Integrated Agricultural Development in Valley and Watershed Areas	EAAE	38662-1
GAD	2008	PRC	Dryland Farming in Northern Region	EAAE	38301
GAD	2008	PRC	Henan High Efficiency Agriculture Development (Sanmenxia Area)	EAAE	38662-2
GAD	2009	PRC	Integrated Environment Management Project	EAAE	40528
GAD	2009	MON	Education Sector Reform	EASS	39254-1/2
EGM	2007	PRC	Ecosystem Development and Environment Protection of Baiyangdian Lake	EAAE	36437
EGM	2007	PRC	Ningxia Integrated Ecosystem and Agricultural Development	EAAE	38660
EGM	2007	MON	Agriculture and Rural Development	MNRM	39229
EGM	2008	MON	Western Regional Road Corridor Development Project I	EATC	39265
EGM	2008	PRC	Qingdao Water Resources Management and Wetland Protection	EAAE	40017
EGM	2010	MON	Western Regional Road Corridor Development Project II	EATC	41193
<b>PARD</b>					
GAD	2007	TIM	Urban Water Supply and Sanitation	SOTL	38212-2
EGM	2007	PNG	Lae Port Upgrading	PAHQ	40037
EGM	2008	PNG	Highlands Highway/Feeder Roads Upgrading	PAHQ	40173
<b>SARD</b>					
GAD	2007	BAN	Dhaka Water Supply Sector Development Program	SAUD	39405
GAD	2007	SRI	Education Sector Development	SANS	39293-1/2
GAD	2008	BAN	Skills Development	SANS	39408

<sup>1</sup> Except for a few approved projects, the statistical information is based on the Project Processing Information System, staff projections, and the most recent Country Operations Business Plans available for 2007. They are of necessity indicative, as the status of future, nonapproved projects will continue to vary.

<sup>2</sup> Descriptions of the gender categories are in Appendix 1.

Gender Category <sup>2</sup>	Approval	Country	Name	Division	Project, Approval Number
GAD	2008	NEP	Decentralized and Community-Based Water Management	SANS	38417
GAD	2009	BAN	Primary Education Sector Development Program	SANS	37309
GAD	2009	BAN	SME Sector Development Program II	SAGF	36200
GAD	2009	BAN	Urban Primary Health Care Sector Development Program	SAUD	39305
GAD	2009	NEP	Education Sector Cluster Program (Subprogram 3)	SANS	38175
GAD	2010	BAN	Command Area Development II	SANS	35246-2
GAD	2010	BAN	Sustainable Rural Infrastructure Improvement	SANS	40515
EGM	2007	IND	MFF North Karnataka Urban Sector Investment Program (Subproject 1)	SAUD	38254-3, 2312
EGM	2008	BAN	Urban Governance and Infrastructure Improvement II	SAUD	29041-2
EGM	2008	IND	MFF North Eastern Region Capital Cities Development Investment Program (Subproject I)	SAUD	35290-2
EGM	2008	IND	MFF North Karnataka Urban Sector Investment Program (Subproject 2)	SAUD	38254-4
EGM	2008	IND	MFF Rajasthan Urban Sector Development Investment Program (Subproject 1I)	SAUD	40031-2
EGM	2008	NEP	Rural Employment Generation Sector Development Program	SAGF	41113-1/3
EGM	2008	SRI	Small Towns and Rural Arid Areas Water and Sanitation	SAUD	37381
EGM	2009	BAN	Participatory Small-Scale Water Resources Development III	SANS	39432
EGM	2009	IND	MFF Rajasthan Urban Sector Development Investment Program (Subproject 2)	SAUD	40031-3
EGM	2009	NEP	Improved Water Quality, Sanitation and Urban Service Delivery in Emerging Towns	SAUD	41022
EGM	2009	NEP	Governance Reform and Decentralization Cluster Program (Subprogram 1)	SAGF	36172
EGM	2009	SRI	Jaffna Water Supply and Waste Water Management	SAUD	37378
EGM	2010	BAN	Crop Diversification II	SANS	40534
EGM	2010	IND	MFF North Eastern Region Capital Cities Development Investment Program (Subproject 2)	SAUD	35290-3
EGM	2010	IND	MFF Rajasthan Urban Sector Development Investment Program (Subproject 3)	SAUD	40031-4
EGM	2010	NEP	Secondary Towns Integrated Urban Environment Improvement	SAUD	36188
<b>SERD</b>					
GAD	2007	CAM	Tonle Sap Lowland Stabilization Project	SEAE	37287-1/2
GAD	2007	CAM	Education Quality Improvement Project	SESS	38559-2
GAD	2007	INO	Nutrition Improvement through Community Empowerment	SESS	38117, 2348
GAD	2007	INO	Poverty Reduction and Millennium Development Goals Acceleration Program	SESS	40003-1, 2361
GAD	2007	LAO	Health System Development Project	SESS	32313-2, 79
GAD	2007	PHI	Comprehensive Agrarian Reform Communities II	SEAE	37749
GAD	2007	VIE	Secondary Education for the Most Disadvantaged Regions	SESS	36008
GAD	2008	INO	Community and Local Government Support II	SESS	38385
GAD	2008	PHI	Governance and Judicial Reform Program	SEGF	38277
GAD	2008	VIE	City Comprehensive Socioeconomic Development (Thanh Hoa)	SESS	40355

Gender Category <sup>2</sup>	Approval	Country	Name	Division	Project, Approval Number
GAD	2008	VIE	Health Care in the South Central Coast Region	SESS	40019
GAD	2008	VIE	Quality and Safety Enhancement of Agriculture Products	SEAE	39421
GAD	2008	VIE	State-Owned Enterprises Reform and Corporate Governance Facility	SEGF	39538
GAD	2009	CAM	Enhancing Secondary Education	SESS	38559-1/ 40555
GAD	2009	CAM	Rural Water Supply and Sanitation II	SESS	40556
GAD	2009	LAO	Small Towns Water Supply and Sanitation Sector	SESS	36339-2
GAD	2009	REG/LAO	GMS Capacity Building for HIV/AIDS Prevention	SESS	40395-2
GAD	2009	REG/VIE	GMS Capacity Building for HIV/AIDS Prevention	SESS	40395-3
GAD	2009	VIE	Health Sector Strengthening	SESS	40400
GAD	2009	VIE	Mekong Water Supply and Sanitation Project	SESS	41503
GAD	2009	VIE	Rehabilitation of Irrigation Systems	SEAE	40196
GAD	2009	VIE	Rural Water Supply and Sanitation	SESS	40364
GAD	2009	VIE	Secondary Education Sector Development	SESS	40347
GAD	2010	INO	Poverty Reduction and Millennium Development Goals Acceleration Program	SESS	40003-2
GAD	2010	LAO	Education Sector Development Program	SESS	39477
GAD	2010	LAO	GMS Mekong Water Supply and Sanitation Project	SESS	41368
GAD	2010	LAO	Health Sector Development Program	SESS	41376
GAD	2010	VIE	Rural Infrastructure for Livelihood Improvement in Northern Mountains	SEAE	40238
GAD	2010	VIE	HIV/AIDS Prevention and Youth II	SESS	40381
EGM	2007	INO	Senior Secondary Education Project	SESS	33409
EGM	2007	PHI	Integrated Coastal Resources Management Project	SEAE	33276, 2311
EGM	2008	INO	Integrated Settlements Development project	SESS	37473
EGM	2009	CAM	SME II	SEGF	41370
EGM	2009	INO	Community Water Supply and Health Services II	SESS	38393
EGM	2009	INO	Metropolitan Sanitation Management and Health	SEID	39071
EGM	2009	INO	Neighborhood Upgrading and Shelter Sector II	SESS	38394

BAN = Bangladesh; CAM = Cambodia; CWAE = Central and West Asia Agriculture, Environment, and Natural Resources Division; CWGF = Central and West Asia Governance, Finance, and Trade Division; CWRD = Central and West Asia Regional Department; CWSS = Central and West Asia Social Sectors Division; EAAG = East Asia Agriculture, Environment, and Natural Resources Division; EARD = East Asia Regional Department; EASS = East Asia Social Sectors Division; EGM = Effective Gender Mainstreaming; GAD = Gender and Development; GMS = Greater Mekong Subregion; HIV/AIDS = human immunodeficiency virus/acquired immune deficiency syndrome; IND = India; INO = Indonesia; KGZ = Kyrgyz Republic; LAO = Lao People's Democratic Republic; MFF = Multitranchise Financing Facility; MON = Mongolia; MNRM = Mongolia Resident Mission; NEP = Nepal; PAHQ = Pacific Operations Division; PAK = Pakistan; PARD = Pacific Regional Department; PHI = Philippines; PNG = Papua New Guinea; PRC = People's Republic of China; REG = regional; SAGF = South Asia Governance, Finance, and Trade Division; SANS = South Asia Agriculture, Natural Resources and Social Services Division; SARD = South Asia Regional Department; SAUD = South Asia Urban Development Division; SEAE = Southeast Asia Agriculture, Environment, and Natural Resources Division; SEGF = Southeast Asia Governance, Finance, and Trade Division; SEID = Southeast Asia Infrastructure Division; SERD = Southeast Asia Regional Department; SESS = Southeast Asia Social Sectors Division; SOTL = Special Office in Timor-Leste; SPSO = Pacific Subregional Office; SME = small and medium enterprise; SRI = Sri Lanka; TAJ = Tajikistan; TIM = Timor-Leste; UZB = Uzbekistan; VIE = Viet Nam.

**Table A3.2: Advisory and Regional Technical Assistance and Japan Fund for Poverty Reduction Grants**

Gender Category <sup>3</sup>	Approval	Country	Name	Division	Project, Approval Number
<b>CWRD</b>					
GAD	2007	ARM	Community-Based Water Supply and Sanitation Improvement	CWSS	40477
GAD	2007	ARM	Public-Private Partnership in Water Supply and Sanitation	CWSS	40296
GAD	2007	KGZ	Improving Livelihoods of Rural Women Through Development of Handicrafts Industry	KYRM	40539, 9104
GAD	2007	TAJ	Capacity Development for Planning and Management in Local Government	CWAE	37530, 4917
EGM/SGB	2007	AFG	Afghanistan Cluster Technical Assistance	AFRM	TBD
EGM/SGB	2007	KGZ	Improving Access to Quality Basic Education for Children with Special Needs	KYRM	40359, 9108
EGM/SGB	2007	PAK	Supporting Punjab Resource Management Program II	CWGF	37202-4
EGM/SGB	2007	TAJ	Microfinance for Farmworker Poverty Reduction	CWAE	38603-2
EGM/SGB	2008	PAK	Balochistan Resource Management Program II	CWGF	37213-2
EGM/SGB	2009	AFG	Follow-on Afghanistan Cluster Technical Assistance	AFRM	TBD
EGM/SGB	2009	KGZ	Support to Agriculture Land Improvement Project	CWAE	39612-3
<b>EARD</b>					
GAD	2007	MON	Improving Access to Health Services for Vulnerable Groups in Ulaanbatar	EASS	41119-2
EGM/SGB	2008	MON	Administrative Consolidation in the Health Sector	EASS	39252
<b>ERD</b>					
EGM/SGB	2008	REG	Social Inequality in Asia	ERDI	40218
<b>PARD</b>					
EGM/SGB	2007	PNG	Lae Port Development Project-Alternative Livelihood and Social Improvement Program	PAHQ	41050
EGM/SGB	2007	SOL	Strengthening Microfinance	PLCO	40148
EGM/SGB	2008	FSM	Capacity Building of Solid Waste Management	PAHQ	38203
EGM/SGB	2008	REG	Leadership Enhancement and Advancement Project	PAHQ	38616-3
<b>RSDD</b>					
GAD	2007	REG	Promoting Women Entrepreneurship in Selected Developing Member Countries	RSGS	40308
GAD	2007	REG	Promoting Gender Equality and Women's Empowerment (Supplementary)	RSGS	37402-2, 6143
GAD	2008	REG	External Forums for Selected Sectors and Thematic Priorities at the ADB Phase II	RSOD	39347
GAD	2008	REG	Fighting HIV/AIDS in Asia and the Pacific III	RSGS	39333
GAD	2008	REG	Gender-Responsive Decentralized Governance	RSGS	40314
GAD	2008	REG	Integrating Concerns of Trafficking in Women and Children in Regional Cooperation-SASEC and CAREC	RSGS	40320
GAD	2009	REG	Gender Capacity Building in Developing Member Countries (Phase 3)	RSGS	39358
EGM/SGB	2007	REG	Supporting Community Driven Development in Selected Developing Member Countries	RSGS	40305, 6400
EGM/SGB	2007	REG	Water Financing Program Support	RSID	40098
EGM/SGB	2008	REG	Supporting the Millennium Development Goals in the Asia-Pacific Region	RSDD-PU	39359
EGM/SGB	2008	REG	Support for the Implementation of the Capacity Development Action Plan	RSCG	40350
EGM/SGB	2008	REG	Targeted Capacity Building for Mainstreaming Indigenous Peoples Concerns in Development	RSES	39356

<sup>3</sup> See footnote 20.

Gender Category <sup>3</sup>	Approval	Country	Name	Division	Project, Approval Number
EGM/SGB	2009	REG	Involuntary Resettlement, Impoverishment Risks, and Approaches to Sustainable Livelihoods	RSES	39344
<b>SARD</b>					
GAD	2007	NEP	Strengthening of Decentralized Support for Vulnerable and Conflict-Affected Families and Children	SANS	40115, 9110
GAD	2007	NEP	Establishing Women and Children Service Centers	SANS	38097
EGM/SGB	2007	BAN	Management Support for Dhaka Water and Sewerage Authority	SAUD	40454
EGM/SGB	2007	IND	North Eastern Region Project Management Support (Phase II)	SAUD	38309
EGM/SGB	2008	BAN	Capacity Building for Infrastructure Financing Development Facility	SAGF	40517-3
GM/SGB	2008	BAN	Support for Capacity Building in Madrasah Schools	SANS	39297
EGM/SGB	2009	BAN	Support Good Governance Management	SAGF	39450
EGM/SGB	2009	IND	Capacity Development for Project Management and Tourism	SAUD	40382
EGM/SGB	2009	NEP	Governance Reform and Decentralized Service Delivery	SAGF	36172-2
<b>SERD</b>					
GAD	2007	INO	Support for HIV/AIDS in Infrastructure	SESS	40130
GAD	2007	LAO	Enhancing Capacity of Local Government Agencies and Lao Women's Union for Sustainable Poverty Reduction in Northern Lao PDR	SEAE	41044, 9107
GAD	2007	VIE	Community-Based Early Childhood Development	SESS	41051
EGM/SGB	2007	LAO	Capacity Strengthening and Policy Support for Agriculture and Water Resources	SEAE	40193
EGM/SGB	2007	LAO	Capacity Building for Small and Medium Enterprises Development	SEGF	35304-2
EGM/SGB	2007	VIE	Livelihood Improvement of Vulnerable Ethnic Minority Communities Affected by Hydropower Projects in Vu Gia River Basin, Quang Nam Province, Viet Nam	SEID	40579
EGM/SGB	2008	LAO	Support for National Health Program Development	SESS	40433
EGM/SGB	2008	PHI	Strengthening Provincial and Local Government Planning and Expenditure Management II	SEGF	40345
EGM/SGB	2008	REG	Communicable Disease Control Project II	SESS	40375
EGM/SGB	2009	LAO	Participatory Poverty Assessment	SEOC	40438

AFG = Afghanistan; AFRM = Afghanistan Resident Mission; ARM = Armenia; BAN = Bangladesh; CAREC = Central Asia Regional Economic Cooperation; CWAE = Central and West Asia Agriculture, Environment, and Natural Resources Division; CWGF = Central and West Asia Governance, Finance, and Trade Division; CWRD = Central and West Asia Regional Department; CWSS = Central and West Asia Social Sectors Division; EARD = East Asia Regional Department; EASS = East Asia Social Sectors Division; ERDI = Development Indicators and Policy Research Division; EGM = Effective Gender Mainstreaming; GAD = Gender and Development; FSM = Federated States of Micronesia; IND = India; INO = Indonesia; KGZ = Kyrgyz Republic; KYRM = Kyrgyz Republic Resident Mission; LAO = Lao People's Democratic Republic; MON = Mongolia; NEP = Nepal; PAHQ = Pacific Operations Division; PAK = Pakistan; PARD = Pacific Regional Department; PHI = Philippines; PLCO = Pacific Liaison and Coordination Office; PNG = Papua New Guinea; REG = regional; RSCG = Capacity Development and Governance Division; RSDD-PU = Poverty Unit; RSES = Environment and Social Safeguards Division; RSGS = Gender, Social Development and Civil Society Division; RSID = Energy, Transport and Water Division; RSOD = Office of the Director General, Regional and Sustainable Development Department; SAGF = South Asia Governance, Finance, and Trade Division; SANS = South Asia Agriculture, Natural Resources and Social Services Division; SARD = South Asia Regional Department; SASEC = South Asia Subregional Economic Cooperation; SAUD = South Asia Urban Development Division; SEAE = Southeast Asia Agriculture, Environment, and Natural Resources Division; SEGF = Southeast Asia Governance, Finance, and Trade Division; SEID = Southeast Asia Infrastructure Division; SERD = Southeast Asia Regional Department; SESS = Southeast Asia Social Sectors Division; SGB = Some Gender Benefits; SOL = Solomon Islands; SPSO = Pacific Subregional Office; TAJ = Tajikistan; TBD = to be determined; VIE = Viet Nam.

**IMPLEMENTATION MATRIX OF  
GENDER AND DEVELOPMENT PLAN OF ACTION (2011-2012)**

*Note: Highlighted sections are added to or rephrased from the Plan of Action 2008-2010.*

Output	Activity	Performance Indicators	Implementation Roles	Baseline (2010)
<b>A. Country Partnership Strategies and Lending Operations</b>				
<b>Outcome: Gender mainstreaming in CPS and lending operations enhanced</b>				
<b>Output 1: Proportion of projects with gender mainstreaming increased (sovereign projects)</b>  Baseline: ADB: 34 % ( 2008-2010) ADF: 45% (2008-2010)  Target: ADB: 40% by 2012 ADF: 50% by 2012	1.1 RDs to assign gender mainstreaming project category at the concept paper stage	- All sovereign concept papers state gender mainstreaming category	Regional Departments (RDs)	2010 Annual PoA Report
	1.2 Improve quality of project gender analysis for GEN and EGM projects	- Key baseline collected to set meaningful targets - SPRSS gender analysis highlighting relevant issues that guide actions	Poverty Reduction, Gender, and Social Development Division of the Regional and Sustainable Development Department (RSGS/RSDD) to verify data	2010 Annual PoA Report
	1.3 Improve quality of project gender action plans (P-GAPs) for GEN and EGM projects	- P-GAP's gender-inclusive design features linked to core project benefits - P-GAP has clear gender targets		2010 Annual PoA Report
	1.4 Include sex-disaggregated and gender-related targets and indicators in design and monitoring frameworks	- More than 50% of outputs include gender targets - Meaningful gender targets with baseline included		2010 Annual PoA Report
<b>Output 2: Sector and geographic diversity of GAD mainstreaming in ADB operations maintained</b>  Baseline: 2010 (see the Baseline column)	2.1 Balance distribution of projects with GEN and EGM across sector, region, and funding sources.	Diversity of loans with a GAD theme or effective gender mainstreaming maintained across sectors and regions, and between ADF- and OCR-funded projects	RDs in consultation with RSGS  RSGS to verify	- By region, 2010 (CWRD 18%, EARD 14%, PARD 7%, SARD 32%, and SERD 30%) - By sector, 2010 (TRP 23%, Others 20%, Water 18%, EDU 9%, FIN 9%, ANR 7%, health 7%, PSM 2%) - By source of funds, 2007 (OCR 35%, ADF 65%)
	2.2 Promote gender mainstreaming in MFF, sub-sovereign lending, and other new financing mechanisms	35% of loans with GEN or EGM are in these modalities	RDs in consultation with RSGS  RSGS to verify	33% of GEN/EGM in MFF and program loans in 2008-2010
	<b>2.3 Explore ways to address gender concerns into nonsovereign operations</b>	- Toolkit developed by Q3 2011 through a consultative process - PSOD and RDs to apply toolkit in 2011-2012	PSOD, RDs, RSGS	No guidelines exist in 2010

Output	Activity	Performance Indicators	Implementation Roles	Baseline (2010)
<b>Output 3:</b> Monitoring of and reporting on project gender action plan (P-GAP) implementation and achievements towards gender targets improved	<b>3.1 Standardize reporting on P-GAP implementation and progress on meeting gender targets in eOperations</b>	- PAI revisions will incorporate wording on P-GAP monitoring by mid 2011 - Ways to ensure P-GAP monitoring and reporting identified and integration in eOperations	COSO, OIST, RSGS to work on eOperations  RDs to report through eOperations	No standardized reporting system (per IED SES)
	<b>3.2 Establish monitoring mechanisms in RDs for P-GAP implementation</b>	- all PCRs of GEN/EGM projects reflect on gender - RDs to monitor P-GAP implementation status of active GEN/EGM projects	RDs (HQ and RMs) in coordination with RSGS	Carried out occasionally but not systematically
	<b>3.3 Monitor and report on implementation and completion of GEN TAs and JFPR grant projects</b>	Analysis included in annual PoA report	RDs to monitor and RSGS to do annual analysis	Project by project monitoring only
	<b>3.4 Develop database of GEN/EGM projects under implementation and systematically record progress</b>	Database developed by Q2 2011	RDs and RSGS	No database
<b>Output 4:</b> CPSs contain clear and sector-focused gender strategy that is reflected as gender targets in results framework and sector roadmaps	4.1 Prepare and update Country Gender Assessments (CGAs)*	8 CGAs prepared in 2011-2012	RDs with assistance from RSGS	On average 2–3 new CGAs per year
	<b>4.2 CGA findings inform country gender strategy, sector roadmaps, and CPS results framework</b>	- CPSs to include clear gender strategy and gender targets in key sector roadmaps and results framework.	RDs  RSGS to review in line with OM C2 requirements	In 2008-2010, only 2/3 of CPSs included gender strategy and even fewer included gender references in sector roadmaps and results framework.
<b>B. 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> Expansion of effective policy dialogue on gender issues, especially with key sector ministries	5.1 Pursue opportunities to integrate gender-responsive policy and law reforms through the process of preparation of CPSs and policy-based loans	- Each RD captures ongoing and upcoming policy, legal and sector reforms on GAD	RM GSs assisted by RD GSs and RSGS	No new policy initiative captured in 2010

Output	Activity	Performance Indicators	Implementation Roles	Baseline (2010)
	<b>5.2 Strengthen in-country partnerships and collaboration with multilateral, bilateral, and civil society organizations</b>	- Meetings organized with NGOs, donors, and other partners in RMs - Number of partnership initiatives	RM GSs assisted by RD GSs and RSGS	Reported in GAD Cooperation Fund 2010 Report
<b>Output 6: Increased DMCs' capacity to fulfill gender equality and women's empowerment commitments as specified in CEDAW, MDGs, and their respective national strategies</b>	6.1 Engage GAD national machineries, sector ministries, and subnational government bodies for capacity development support	- <b>GAD capacity development initiatives increased</b> - <b>Gender focal agency involved in at least one sector-specific capacity development initiative per year in countries with RM GS</b>	RM GSs assisted by RD GSs and RSGS	- 17 out of 223 TAs and JFPRs with GEN theme and 8 GDCF subprojects approved in 2010
	6.2 Lateral learning, peer exchange, and other country and regional initiatives	At least one regional or subregional learning event per year	RDs and RSGS	2 regional lateral learning and 2 bilateral exchanges in 2008-2010
	<b>6.3 Monitor results of DMC capacity development</b>	EA/IA capacity in implementing project P-GAPs monitored by RM and RD GSs	RDs (RM and HQ GSs)	No data
<b>C. Organizational Effectiveness</b> <b>Outcome: ADB's capacity and commitment to contribute to the region's 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 inclusion of references to gender equality and women's empowerment in key public statement and strategic documents in 2011-2012	- <b>Gender reference in public speeches</b> - WPBFs and Planning Directions - <b>OCR incentive mechanism for good performer RDs implemented</b>	SPD, RSGS, OPR, DER	Gender equity as one of the five drivers of change of Strategy 2020
<b>Output 8: Staffing, staff capacity and GAD team work strengthened</b>	8.1 Continue to increase dedicated gender specialists in HQ and RMs	By end 2012 - 2 more international staff - 3 more national officers	BPMSD, RDs, PSOD,	As of end 2010, 8 HQ International GSs** and 14 RM GSs (including 4 national staff)
	8.2 Enhance staff collaboration within RDs (across divisional focal points, between HQ and RMs) and between RSDD and RDs	- Meetings organized in each RD initiated by RD GS - Gender Equity CoP and RSGS organized quarterly meetings with all GSs	RDs (HQ and RMs), RSGS, and Gender Equity CoP	1 Retreat and Annual GS meeting in 2010

Output	Activity	Performance Indicators	Implementation Roles	Baseline (2010)
	8.3 Carry out effective staff training on gender mainstreaming category requirements and sector-specific entry points	<ul style="list-style-type: none"> <li>- 70 sector staff members covered by divisional briefings in 2011-2012</li> <li>- Generic GAD module becoming a mandatory all staff</li> <li>- NO training done in 10 RMs in 2011-2012</li> </ul>	CoP and RSGS, in collaboration with RDs	1 set of training or briefing covering more than 100 staff/year (2008-2010 average)
	8.4 Gender Specialists and focal points to continue upgrading their technical skills	<ul style="list-style-type: none"> <li>- At least 18 CoP seminars per year</li> <li>- At least 2 high-caliber speaker forums per year</li> <li>- Number of access to specialized or sector-specific external training</li> </ul>	CoP, RSGS, and RDs	1 CoP seminar per month on average (2008-2010)
	8.5 Monitor updated templates, OMs, systems, and workflows are consistent with OM C2	<ul style="list-style-type: none"> <li>- Updated templates, OMs, systems (e.g., e-Operations), and workflows are consistent with OM C2 requirements.</li> </ul>	RSGS, SPD, OIST, COSO	N/A
<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	<ul style="list-style-type: none"> <li>- At least additional \$1 million for 2011-2012</li> </ul>	RSGS, SPD, OCO	TASF \$1 million and AusAID \$0.8 million in 2010
	9.2 Monitor and report on the results of GDCF/TASF financed projects	<ul style="list-style-type: none"> <li>- Analysis in annual PoA report</li> </ul>	RSGS	GDCF 2010 Report
<b>Output 10: Innovative, accessible and high quality knowledge products developed and disseminated through Gender Equity CoP</b>	10.1 Continue producing and disseminating quality knowledge products	<ul style="list-style-type: none"> <li><b>In 2011-2012</b></li> <li><b>- 5 CGAs* published</b></li> <li><b>- sector gender checklists/toolkits (5)</b></li> <li><b>- 3 reports on emerging issues</b></li> <li><b>- Sector/thematic briefing notes (2-pagers)</b></li> <li><b>- Knowledge products out of ongoing TAs and GDCF projects</b></li> <li><b>- Other knowledge products by RDs and ERD</b></li> </ul>	RDs, ERD and RSGS with inputs from RDs; CoP to ensure technical quality	On average in 2008-2010: <ul style="list-style-type: none"> <li>- 2 CGAs/year</li> <li>- 2 flagship publications/year</li> <li>- 2 sets of newsletters</li> <li>- Good practice case studies of 5 projects</li> </ul>
	10.2 Revamp external website and update contents	<ul style="list-style-type: none"> <li>- Project case study writings updated and improved</li> <li>- Improve frequency of updates</li> <li>- RDs to improve frequency of inputs</li> </ul>	CoP, RSGS, DER	Website updated twice a month

Output	Activity	Performance Indicators	Implementation Roles	Baseline (2010)
<b>Output 11: GAD partnerships at the institutional level expanded</b>	11.1 Continue partnerships with MDBs, UN, and other regional and global networks	- MDB Working Group on Gender (twice/year) - OECD/DAC GenderNet (once/yr) - UN Regional Technical Working Group (quarterly)	CoP, RSGS	ADB representation in at least 5 global/regional networking meetings/year
	<b>11.2 Enhance outreach to disseminate ADB's commitment and good practices, particularly to donors and civil society organizations</b>	- Seminars organized at ERO, NARO, JRO - Gender articles included in ADB newsletters targeted at donors	CoP, RSGS, DER, ERO, NARO, JRO	No systematic actions

ADB = Asian Development Bank, ADF = Asian Development Fund, ANR = agriculture and natural resources, BPMSD = Budget, Personnel, and Management Systems Development, CEDAW = Committee on the Elimination of Discrimination against Women, CGA = country gender assessment, CoP = community of practice, COSO = Central Operations Services Office, CPS = country partnership strategy, CWRD = Central and West Asia Department, DER = Department of External Relations, DMC = developing member country, EA = executing agency, EARD = East Asia Department, EGM = effective gender mainstreaming, EDU = education, ERD = Economics and Research Department, ERO = European Representative Office, FIN = finance, GAD = gender and development, GDCF = Gender and Development Cooperation Fund, GEN = gender equity theme, GS = gender specialist, HQ = headquarters, IA = implementing agency, IED = Independent Evaluation Department, JFPR = Japan Fund for Poverty Reduction, JRO = Japanese Representative Office, MDG = Millennium Development Goal, MDBs = Multilateral Development Banks, MFF = multitranchise financing facility, NARO = North American Representative Office, NGO = nongovernment organization, NO = national officer, OCR = ordinary capital resources, OECD-DAC = Development Assistance Committee of the Organisation for Economic Co-operation and Development, OIST = Office of Information Systems and Technology, OM = operations manual, OPR = Office of the President, PAI = project administration instruction, PARD = Pacific Department, PCR = project completion report, P-GAP = project gender action plan, PoA = plan of action, PSM = public sector management, PSOD = Private Sector Operations Department, RDs = regional departments, RMs = resident missions, RSDD = Regional and Sustainable Development Department, RSGS = Poverty Reduction, Gender and Social Development Division, SARD = South Asia Department, SERD = Southeast Asia Department, SES = special evaluation study, SPD = Strategy and Policy Department, SPRSS = summary poverty reduction and social strategy, TRP = transportation and information and communication technology, TA = technical assistance, TASF = Technical Assistance Special Fund, UN = United Nations, WPBF = work plan and budget framework

Source: Asian Development Bank database

\* Includes country gender sector diagnostics

\*\*Includes Senior Advisor (Gender), VPO2