

**TECHNICAL ASSISTANCE COMPLETION REPORT**  
**Division: Gender, Social Development and Civil Society (RSGS)**

<b>TA No. and Name</b> TA 5835-REG: Enhancing Gender and Development Capacity in Developing Member Countries (DMCs)			<b>Amount Approved:</b> \$1,000,000	
			<b>Revised Amount:</b>	
<b>Executing Agency:</b> ADB/RSGS (SOCD/RSPR)		<b>Source of Funding:</b> Government of Denmark	<b>TA Amount Undisbursed</b> \$5,683.08	<b>TA Amount Utilized</b> \$994,316.92
<b>Date</b>			<b>Completion Date</b>	
<b>Approval</b>	<b>Signing</b>	<b>Fielding of Consultants</b>	<b>Original</b>	<b>Actual</b>
26 February 1999	n/a	April-August, 1999	31 March 2002	31 December 2004
			<b>Closing Date</b>	
			<b>Original</b>	<b>Actual</b>
			31 March 2002	31 March 2006
<b>Description</b>				
<p>Despite more than two decades of attention to gender and development (GAD) issues, women throughout the region remain marginalized, and gender disparities in some DMCs are still among the greatest in the world. This regional technical assistance (TA) was a key initiative and mechanism included in ADB's GAD Policy to improve the GAD performance of DMCs and ADB.</p>				
<b>Objectives and Scope</b>				
<p>The primary objectives of the TA were: (i) building and strengthening the GAD capacity of executing agencies (EAs); (ii) achieving gender-related quality improvements in the design and implementation of ADB-financed loans and TAs; and (iii) increasing ADB GAD activities. The scope of the TA essentially involved the recruitment and placement of long-term domestic gender specialists (GS) in selected ADB Resident Missions (RMs). The RM-GS were initially recruited for three years (later extended to five) in six RMs (Bangladesh, Indonesia, Nepal, Pakistan, Uzbekistan, and Viet Nam). The primary functions of the GS included: (i) gender capacity building of EAs and RM staff; (ii) providing gender expertise and assisting loan and TA processing and implementation; (iii) assisting country strategy and program (CSP) and programming teams to address gender issues; and (iv) acting as ADB's gender focal points to facilitate communication and liaison between ADB, DMC governments, donor agencies, and non-government organizations (NGOs) on gender issues. The objectives, TA design, and implementation arrangements were appropriate and relevant.</p> <p>However, the implementation period was underestimated due to (i) the time required to advertise, short-list, interview, and recruit consultants in six separate DMCs, which was not originally calculated; and (ii) consulting services requirements for using set cost estimates for consultants. The latter led to significant cost savings and subsequent extension of the implementation period from three to five years, resulting in a more cost effective TA than initially anticipated.</p>				
<b>Evaluation of Inputs</b>				
<p>Providing long-term GS consultants to RMs proved to be an excellent modality for addressing thematic issues in ADB operations. The RM-GS consultants were cost-effective, highly productive, and delivered quality outputs. Between them, the six GS supported and provided inputs to an average of 50 loan projects per year (both during project processing and implementation). They also contributed to TAs, CSPs, CSP Updates (CSPUs), and other gender focal point activities. Placement of long-term consultants in RMs facilitated and ensured continuity and familiarity with ADB operations, enabling more effective inputs. Staff of EAs, RMs, and ADB headquarters appreciated their assistance and access to this gender technical resource in RMs.</p> <p>Other inputs included: (i) short-term international consultants to assist with periodic TA monitoring, evaluation, reporting, and training; (ii) training workshops at ADB headquarters to familiarize the GS with ADB policies and procedures, consult with headquarter counterparts, discuss work programs, and facilitate lateral learning through peer exchange of successful strategies in gender mainstreaming; (iii) in-country project administration and review missions to assess progress and make midterm corrections; (iv) in-country workshops for gender capacity building of DMC policymakers, EAs, and RM staff; (v) regional workshops to promote lateral learning among EA project directors; (vi) midterm joint ADB/Danish International Development Agency (DANIDA) review to evaluate the impact of the TA; and (vii) gender assessments of 12 loan projects under implementation in four DMCs assisted by GS to assess gender-related results.</p> <p>The TA covered costs related to GS remuneration, travel, equipment, training, and workshops. The GS work programs were developed by the (former) Poverty Reduction and Social Development Division (RSPR) in close cooperation with the RMs and relevant divisions. The GS were directly supervised by the Country Directors (CDs) in RMs with on-going technical support and guidance from RSPR. Overall, the RETA inputs were appropriate, sufficient, and satisfactory.</p>				
<b>Evaluation of Outputs</b>				
<p>The TA achieved its objectives of (i) strengthening GAD capacity in DMCs, (ii) achieving gender-related quality improvements in the design and implementation of ADB-financed loans and TAs; and (iii) increasing ADB GAD activities. The most successful RMs were Bangladesh, Nepal, and Pakistan due to a combination of factors—the technical skills, experience, and proactive nature of individual GS; the nature and size of loan portfolios; the number of delegated loans administered by RMs; and the support of CDs and project team leaders to address gender issues. The outputs described in the following paragraphs were evaluated because they jointly and synergistically contributed to meeting the three major objectives. For example, assistance with loan preparation and implementation simultaneously supported both EA gender capacity and contributed to improving ADB's performance.</p> <p><b>Loan Processing and Implementation.</b> This TA was one of the most important factors enabling ADB to increase its portfolio of loans with gender mainstreaming. Between 1999-2004, total loans with gender mainstreaming more than doubled from</p>				

16% to 38% of all ADB loans. GS impact was evident by the steady increase in gender mainstreaming loans and improvement in implementation of gender design features of loans under implementation. These loans spanned a range of sectors—health, education, water supply, agriculture, livestock, infrastructure, irrigation, and governance. As core members of project preparatory TA fact-finding, loan processing, and review missions, the GS provided gender technical input and support to the design of new projects and to the implementation of on-going projects. Most importantly, they piloted the use of gender action plans (GAPs) in loan projects, initially as “mid-course corrections” for projects under implementation and later in the design of new projects. The project GAPs have proven to be user-friendly, replicable, and effective tools for gender mainstreaming and monitoring project progress against gender inclusive performance indicators. Some of these projects are showing solid results for women in terms of access to resources, benefits, and empowerment, as demonstrated through the gender assessments of loans conducted in 2004.

**Country Strategy and Programming.** The GS made solid contributions to (i) country gender assessments; (ii) gender strategies for CSPs; and (iii) gender inputs to CSPUs. With these initiatives, the GS influenced their respective country programs to be more gender responsive at the strategic level. GS inputs to programming resulted in the inclusion of three loan projects (in Bangladesh, Nepal, and Pakistan) targeted at addressing gender equality. In Bangladesh, Nepal, and Viet Nam, GS also contributed to upstream analytical work on poverty.

**Gender Capacity Building.** Through continuous assistance to EAs/implementing agencies (IAs) with developing and implementing project specific GAPs combined with gender training workshops, the GS built significant gender capacity in EAs, IAs, and RMs. Institutional impacts have been significant in some countries where continuous assistance over three years culminated in policy reforms and adoption by sector agencies of institutional gender strategies and action plans in livestock, water (Nepal), and rural infrastructure (Bangladesh) sectors. In Pakistan, Indonesia, and Viet Nam, the GS initiated national level gender capacity building projects. A regional workshop to promote lateral and peer learning opportunities for project directors played a significant role in convincing DMC EAs of the benefits of gender mainstreaming in loan projects. Other lateral learning opportunities included exchange visits between DMC project directors to showcase successful loan projects that were achieving solid gender-related results.

**Gender Focal Point Activities** substantially expanded ADB's partnerships with government focal agencies, aid agencies, and NGOs to promote gender equality at the country level. All GS disseminated ADB GAD-related materials, participated in conferences, seminars, and workshops on gender, provided technical assistance to national machineries, supported women's NGOs, and participated in country-level gender working groups.

**RSPR and RM Support** was critical for the GS achievements. Gender training and lateral learning opportunities provided by RSPR expanded the GS sector-based technical expertise in gender issues, knowledge on best practices, and experience in developing detailed GAPs with specific benchmarks and performance indicators. Support from CDs was also vital in nurturing the pioneering role of GS as crosscutting specialists located in RMs. By 2002, most GS became integral members of RM country teams. The GS consultants in Bangladesh, Pakistan, and Viet Nam were converted to RM national staff at the end of the TA.

**Reports.** Detailed yearly reports of TA activities, progress, achievements, and impacts were produced and disseminated to DANIDA and ADB staff, as well as uploaded to the website.

### **Overall Assessment and Rating**

The TA was highly successful and proved to be an excellent mechanism for addressing GAD thematic issues in ADB operations. The GS placed in RMs have substantially contributed to gender capacity development in EAs and accelerated the implementation of ADB's GAD Policy. The absorption of three GS consultants as national officers in RMs is also evidence of the TA's success. Financial support from donors for a phase 2, expanding coverage to four new RMs and continuing support for the three original RMs, is a further indicator of success. The TA also enabled development of good practice case studies that have been published and featured on ADB's website, and the conduct of a special study to assess gender-related results of loan implementation assisted by the GS.

### **Major Lessons Learned**

Major lessons include (i) the implementation period for TAs of this size and nature, with individual consultant selection, should be carefully considered; (ii) the need for regular technical back-stopping and support from headquarters staff, including more regular review missions during the initial years; (iii) the full support of RM CDs and staff is required; and (iv) the requirements of consulting services and controllers need to be negotiated for long-term consultants working in RMs to avoid unnecessary delays, constraints, and bottlenecks.

### **Recommendations and Follow-Up Actions**

If ADB is to use the TA modality for placing long-term thematic specialists in RMs, consulting services and controllers procedures and requirements need to be resolved. Currently, all consultants are treated the same irrespective of whether they are short-term, long-term, TA, or staff consultants. This has resulted in constraints and administrative bottlenecks. Unfortunately, these constraints remain unresolved even with the phase 2 TA since no differentiation is made between the different types of consultants. Some effort is required to modify these requirements to enable smoother operation of consultants working long-term (like staff) in RMs.